

BOARD OF SUPERVISORS' RETREAT MEETING MINUTES

The Pima County Board of Supervisors met in session in the Pima County Administrator's Office, 115 N. Church Avenue, 2nd Floor, Copper Conference Room, Tucson, Arizona, at 9:00 a.m. on Wednesday, August 27, 2025. Upon roll call, those present and absent were as follows:

Present: Rex Scott, Chair
Jennifer Allen, Vice Chair
*Dr. Matt Heinz, Member
Andrés Cano, Member

Absent: Steve Christy, Member

Also Present: Jan Leshar, County Administrator
Sam E. Brown, Chief Civil Deputy County Attorney
Melissa Manriquez, Clerk of the Board
John Stuckey, Sergeant at Arms

*Supervisor Heinz joined the meeting at 9:24 a.m.

(Clerk's Note: See the attached verbatim of the meeting minutes.)

1. PLEDGE OF ALLEGIANCE

All present joined in the Pledge of Allegiance.

2. LAND ACKNOWLEDGEMENT STATEMENT

The Land Acknowledgment Statement was delivered by Sam E. Brown, Chief Civil Deputy County Attorney.

3. WELCOME, MEET & GREET

COUNTY ADMINISTRATOR

4. Purpose/Goals of the Strategic Planning Effort (9:10 a.m. - 9:20 a.m.)

1. Purpose: Determine community priorities and goals.
2. Objectives: Determine a specific package of 3-year priorities that works in tandem with the strategic plan.
3. Expected Outcomes: Create agreement and alignment, Consistency of goals, and Understanding of different viewpoints.
4. Board Operations Discussion.

5. Setup for Retreat (9:20 a.m. – 9:25 a.m.)

Brief review of retreat format and setup rules

6. **Ice-Breaker (9:25 a.m. - 9:30 a.m.)**

Teamwork

7. **Facilitated Discussion on Board Priorities (9:30 a.m. - 10:45 a.m.)**

Focus on identifying all potential priorities, where our organization should focus, what does the Board believe is necessary for the community to thrive.

BREAK (10:45 a.m. - 11:00 a.m.)

8. **Analysis: Strengths, Weaknesses, Opportunities, Threats (SWOT) (11:00 a.m. - 12:00 p.m.)**

1. Where are we excellent, where do we need to improve, what are current barriers, what can we better leverage.
2. Current versus Future perception of Pima County.

9. **Working Lunch - Administrative Discussion (12:00 p.m. - 12:40 p.m.)**

1. Board Meeting Schedule
2. Board Agenda Format
3. Downtown Space Plan & Board Offices

10. **Board Discussion - Prioritization (12:40 p.m. - 1:40 p.m.)**

1. What is the level of criticality, need, impact
2. Confirm alignment with existing policy and plans
3. Apply the SWOT Analysis

11. **RETREAT WRAP-UP**

12. **ADJOURNMENT**

As there was no further business to come before the Board, the meeting was adjourned at 2:03 p.m.

CHAIR

ATTEST:

CLERK

Verbatim

RS: Chair Scott
MH: Supervisor Heinz
JA: Supervisor Allen
AC: Supervisor Cano
JL: Jan Leshner, County Administrator
SH: Steve Holmes, Deputy County Administrator
CD: Carmine DeBonis, Jr., Deputy County Administrator
LC: Laura Conover, Pima County Attorney
SB: Sam E. Brown, Chief Civil Deputy Attorney
MM: Melissa Manriquez, Clerk of the Board
BC: Bruce Collins, Director, Procurement Department
NC: Nancy Cole, Senior Advisor, County Administrator
MP: Monica Perez, Chief of Staff, County Administrator
ASM: Andres Santa Maria, Information Technology Support Analyst II, Information Technology Department
RM: Randy Metcalf, Digital Asset Coordinator, Communications Office

RS: Good morning...[inaudible]...you stand. I am sorry, I forgot to turn on our microphones. And just for my colleagues, when you want to speak the microphone device in front of you, push the button and the light will turn green. A little different than what we have in the boardroom. My understanding from talking with County staff is that this is a first. People who have been engaged with the County for decades do not remember the Board of Supervisors ever having had a retreat before. So this is the first in anybody's memory. And we hope it is certainly not the last. In fact, hopefully it will be an annual occurrence. I know that Supervisor Heinz is parking his vehicle and is going to be here shortly. I do not believe Supervisor Christy is able to join us today. Supervisors Allen and Cano are here. We are going to have the Clerk take roll call. And then as I said, Supervisor Heinz is expected to join us shortly. Ms. Manriquez?

MM: Supervisor Allen?

JA: Here.

MM: Supervisor Cano?

AC: Here.

MM: Supervisor Christy? Supervisor Heinz? Chair Scott?

RS: Here.

MM: Let the record show Supervisor Christy and Heinz are not present. All other board members are present.

- RS: Alright, we are going to go ahead and go to Item No. 2 on our agenda, which is the Pledge of Allegiance. And I will go ahead and lead us in that. *I pledge allegiance to the flag of the United States of America and to the Republic for which it stands. One nation under GOD, indivisible, with liberty and justice for all.* And if I could call on the Chief Civil Deputy from the County Attorney's Office, Sam Brown, to read the land acknowledgment statement.
- SB: Thank you, Chair Scott. *On behalf of Pima County residents, we honor the tribal nations who have served as caretakers of this land from time immemorial and respectfully acknowledge the ancestral homelands of the Tohono O'odham Nation and the Multi-millennial presence of the Pascua Yaqui Tribe within Pima County. Consistent with Pima County's commitment to diversity and inclusion, we strive toward building equal partner relationships with Arizona's tribal nations.*
- RS: Thank you, Mr. Brown, and wanted to say for the record, they are not here yet. But at some point during our retreat, we are going to be joined by our County Attorney, Laura Conover, and her Chief Deputy, Kim Hunley, and I will make sure to welcome them when they arrive. The fourth item on the agenda is a meet and greet. And I thought what we would just do at this instance for people who are watching is to have everybody who is part of the retreat introduce themselves. You have all met the Supervisors, but if we could have our facilitators introduce themselves.
- NC: Thank you, Chair Scott and Board. We are really excited to participate in the first ever. My name is Nancy Cole. I work as a Senior Advisor to County Administrator. I have been with the County for almost 22 years.
- RS: Thank you, Ms. Cole.
- BC: Thank you, Chair Scott and Members of the Board. My name is Bruce Collins. I am the Procurement Director and Special Projects, and I have been with the County for four and a half months.
- RS: Thank you, Mr. Collins. And I should point out for my colleagues, I believe Supervisor Allen, as the Vice Chair of the Board, knows this, but wanted to say for Supervisor Cano and I will let Supervisor Heinz know as well, because we want this retreat to be one in which there is a free and open exchange, I am not going to be functioning as the facilitator of the retreat, that is what Ms. Cole and Mr. Collins are going to be taking on. And so we defer to your role in that, you can cut any of us off, including me. Alright, folks, at this table.
- MM: Good morning. Melissa Manriquez, Clerk of the Board.
- SB: Sam Brown, Chief Civil Deputy, Pima County Attorney's Office. Attorney also for the Board, longtime Tucson resident and I have been here for over four years. Glad to be here.

JL: Good morning. Thank you. I am Jan Leshar, County Administrator. I have been with the County for 15 years. I am a Tucson native.

MP: Good morning, Monica Perez, Chief of Staff. I have been with the County almost eight years now.

SH: Good morning, Chair Scott, Members of the Board, Steve Holmes, Deputy County Administrator. Been here with the County just over three years.

CD: Morning all, Carmine DeBonis, Deputy County Administrator, 34 years.

RS: Wow alright. Thank you all very much and we also have in the room one of the other advisors to Ms. Leshar, Diana Durazo; Chief of Staff to Supervisor Allen, CJ Boyd; and Chief of Staff to Supervisor Cano, Montserrat Caballero. And Andres, I cannot remember your last name.

ASM: Santa Maria.

RS: Alright, Andres Santa Maria from IT. Thank you all for being here.

JL: And you have got our communications guy, Randy.

RS: Oh, sorry, Randy. What is your last name?

RM: Metcalf.

RS: Okay, thank you. Very good.

SB: Chair Scott. Melissa has been here 29 years.

RS: Alright, well, Carmine has still got her beat. So Item 5 on the agenda is under the County Administrator. So I will have Ms. Leshar make any introductory remarks but this is purpose and goals of the strategic planning effort. Ms. Leshar?

JL: Thank you very much, Chair Scott. I will very quickly turn it to the facilitators but just on behalf of everyone in the County, we want to say thank you so much. Again you said it has been a while, we are actually believing that it is the first time since 1864. So fairly significant event happening today. We have all had an opportunity, I think, chatting informally over the last few years about how helpful it will be to the people of Pima County and to all your staff to understand the vision, the mission, where you all want to see the County go in the next year. What we have chatted about each time is getting this event together in the summer helps us to start to plan the budget, because that is how we implement and make real the vision that you all have for the County. And historically, I think you all know, we put it together and you all see at the end of April to have action in May and June. This really lets you tell us what are the missions and the goals, and that is hugely important to us. So we know this is an extraordinary commitment of time and we so appreciate everyone being here.

That said, I mentioned to Supervisor Scott, this is the first time we have done it. As good as this team is, it may not be perfect, so we really are going to be welcoming and appreciate, looking forward to feedback, comments, all, everything we need to do to do it differently if there is that kind of input next time. So thank you and then just Item 4, we have a little bit in italics, it is a working lunch by that what we have looked at is, we have had occasion to have conversations with Members of the Board about how the board operates, and we would like to just take a little time while we are eating lunch to talk about that. And by that, sometimes people have said we would like to meet four times a month. No one has said that, but it used to meeting four times a month, three times a month. Do we meet on Tuesdays? Do we meet on Wednesdays? Do we have study sessions? Do we meet in other locations periodically? What about evening meetings? There is a lot just regarding how the board functions, that we would welcome that opportunity to have a conversation about that direction as well. So thank you, thank you very, very much. And with that, let us make sure I have not missed anything. And I will turn it over to Nancy and to Bruce.

RS: Thank you, Ms. Leshner.

NC: Alright. So thank you very much for being here and being willing to participate. We are not going to be very formal today as we go. I hope that is okay with everyone. I just think we want to be a team and work together and that will help Bruce and I connect with you a little bit better. We know that you, as the Board and a lot of the members in this room have experience in strategic planning, but we are also streaming this for the public. So we are going to take the time to do some setup, some basic setup that will help people watching stay on board with what we are doing at each area. So what I have put up here right now are just some retreat ground rules. These are what we recommend, staying on topic, using the time limits in the agenda, everyone participating, everyone being active listeners, let us be respectful. We have a parking lot that we can use if there is something we cannot come to agreement on and one conversation at a time. Are there any other items that we have overlooked that you would like to add to this list?

[no response]

NC: Great.

BC: Thank you Nancy. As was mentioned, our theme is teamwork. So we are going to show a very small clip of the U.S. Women's Olympic team for the 4x100 and then we are going to ask a few questions but in the interim, to maintain the theme, I will present to each of you a baton so you can pick your respective colors, ladies first.

[Handed out batons, started video clip and video played]

BC: I have watched this 100 times and I get excited every time I see the U.S. win. And just for the background, for those of you that may not follow track and field, for 20 plus years, the Jamaican team dominated this event and over the last six, the U.S.

team has now taken over that number one spot. So, when we think about a high performing team, I just want to ask you, just for some reflections, what do you think about when you see the U.S. team win in this relay? Supervisor Allen.

JA: [Inaudible]

BC: Sir?

RS: Their hand off of the baton just seemed, almost seamless.

BC: Seamless. Supervisor Cano?

AC: [Inaudible]

BC: Dedicated. So, when we think about the Board as a team, all of that resonates with the Board and can be used to describe this Board, right? The handoff is seamless, the dedicated, is beautiful when it works. So, I want to use that filter, teamwork. And I will just mention some background about the selection of these individuals for the team. They are all incredibly gifted and they are selected because of their speed and their gift. They were also selected for the handoff because if you cannot complete the handoff, you are going to be disqualified. So, when we think about the board, you are all elected, your constituents believe in you, your dedication, but they also believe that you can work together to accomplish great things. So, we always have to focus on the handoff and the great teamwork. And I will close with this for this section. A friend of my family, he is actually lives here now, Pastor Sal Perez. Pastor Sal sent me a statement on Monday, he said, "We cannot celebrate winning together until we embrace working together." So, I want to thank you in advance for the work that you are doing. And just remember, as a team, we all win together so that we can celebrate together. So, thank you. Now we are going to turn it to the next section.

RS: And before we do that, Mr. Collins, I just wanted to say for everybody in the room and anyone watching streaming that our colleague, Supervisor Heinz, has joined us fresh from his shift at Tucson Medical Center. Supervisor, wanted to welcome you and also let you know that the microphone in front of you, when you want to speak, press the button and it will turn from red to green. Thank you sir.

BC: What you are about to see are the homework, the pre-retreat homework and these were questions that were sent out. I thank you in advance for reviewing this. I have already received, we have received some feedback on your thoughts. In this exercise, we want to identify for all of these items. Should they be part of the priorities or should they be part of the SWOT analysis? Strength, Weakness, Opportunity and Threat. So, as we go through them, if you want to pause and share some feedback or insight, we will. But this exercise is intended to identify priorities, or SWOT, because we will be going through those sections later on in the retreat. But just for framing, how we are going to explore this priorities or SWOT. So, would

anyone like to share some feedback on your first thought or do we want to just move to identify the priority or SWOT? Ms. Allen?

JA: Can you break down a little more how it is an either or?

BC: Yes, because some of these items, well, let me use the SWOT for analysis. Is it a strength? Is it a weakness? When we think about the strength or weakness, that is an internal focus, is how do we perceive our strength. For example, our employees are our strength, our organization is our strength, our financial stewardship is a strength, and we have other resources and amenities that are strength within our community. Our opportunities, where do we have opportunities for improvement? Revenue generation, collaboration with other governmental entities, when we have the same focus is an opportunity. And what are our threats? Our threats are regulatory; they could be regulatory; they could be our water. So, when we think about threats, what are the things that could possibly make someone choose not to relocate in Tucson, but to go to that city further west? So, I am very partial, I am going to use the Michigan Ohio State. I am not going to mention that school up north, okay. So, those are the strengths, weaknesses and opportunity threats. A priority is something that we can focus on. We are going to be walking through priorities later on in this segment and what we want to pull out of the Board are the list of things you think should be our priorities. We are not going to vote today, but we are going to agree to have a consensus that these are priorities. At another time, we are going to go through the commitment and actually vote that this should be our priorities for year one, year two and year three. But we have to establish, as a group and as a team, what are the priorities. So, when you read these statements, some will jump off to you as a priority, others will be part of the SWOT analysis. Did that help? Yeah. Okay.

SB: Bruce, if I may interrupt for one second, Board Members can turn their microphones on, maybe rather than turning them on and off, just to make sure that we are catching for the public, what you guys are saying. Thank you.

RS: Keep them on, Mr. Brown? Okay.

BC: So, if I can assist, the first one, what are external forces? So that is a threat. So that is going to be part of the SWOT analysis when we think about external forces. Regulatory changes, environmental shifts, demographic trends those things impact our ability to do things as an organization for our community. Are we crystal clear on our core purpose and the outcomes for our community that our community expects us to deliver? Those are priorities. What is the public perception of our service delivery level, is it excellent, is it world class, are we a high performing organization? This is the question that the public will ask. So, that is part of the SWOT. Where might there be gaps between intention and impact? Anyone would like to identify and take a swing at this?

RS: Seems to be that that should be a priority, because if there is a some kind of gap between intention and impact, that is going to not only affect how we are delivering

services and supports, but it is going to affect how the public determines how well we are doing that.

BC: Absolutely agree. Anyone else with different perception or want to add to that? Yes, ma'am.

JA: I mean, it could also be considered a weakness or an opportunity, right? A gap, a space where we are not currently but perhaps needs to be. It could be a threat to come back and nip us. But in fact, it could be.

BC: Okay, let us do both. We will do both. Next slide please. The abbreviated version. What does our data tell us about the current effectiveness? In Lean Six Sigma, there is a statement, *Trust in God, everyone else has to bring the data*. So, the data is always important. What does our data tell us when we look at all the reports that come before the Board? What does our data say? Is that a priority, identifying what should we be measuring and how we define success? Is that a priority or a SWOT, or both? Concordance data when you make decisions, when you interact with your constituents, how important is data? When we tell them what we are accomplishing? Anyone?

RS: I personally see it as a priority because if we are not only using data to drive our decisions and analyze our performance, but we are not clear on which data we are using and how we are compiling it, I would put it as a priority myself.

BC: Okay. Now, one of the gifts that I have been told I have, my daughters tell me I am not very good at it, is mind reading. So, I am going to take an attempt to read Supervisor Allen's thoughts. You are going to say it is a SWOT.

JA: [Inaudible]

BC: Okay. Somebody take notes to tell my daughters I got it right this time. When we talk about, do we have the financial runway capacity, human capital, is that a priority to address those things, or is it a SWOT, or is it both? So as a facilitator, the Chair has empowered me to call on people. I just want to say Supervisors, you know, I will let you get warmed up but he has empowered me to call on you. So is this priority or SWOT? I am not going to read any minds. I got my one win, so I am gonna stay right there. This is SWOT, this is something that we need to examine. Is it a strength? Is it a weakness? Is it an opportunity? It is clearly an opportunity and threat. Stakeholder alignment? This will be fleshed out when we look at priorities and discuss priorities, and it is going to be extremely important from this point forward that we have the entire Board participate. Staff does not want to go through the deck, we have the deck there to stimulate conversation and thoughts. We really need the Board to engage and interact so that your colleagues, and the citizens can hear the exchange of thought, comment, and perspective. So please, we need you to engage, we need to have the Board speak. One of the things about the relays in the practice is that at the exchange, there is a lot of conversation before the meet happens and before the race happens. So, the timing is important, so the members

of the team have to communicate and know where someone is going to be. They know that they were going to be prepared. So, we really need the Board to engage and provide some commentary.

AC: Director Collins, I firmly agree with your opinion. I am seeing potential in both priority and SWOT for each of these items, so I am looking forward to the conversation after this slide deck.

BC: Thank you sir. So, for yes, priority as well. Where do we see potential friction or collaboration opportunities with other agencies?

RS: I am going to say that that is a priority, especially given the fact that in Arizona's structures of governance, counties are subdivisions of the state. We can only exercise the powers that are granted to us by the legislature via statute or enumerated in the Constitution. We also have partner relationships with the cities, towns and tribes, and obviously, especially given the outcome of the last presidential election, decisions that are made in Washington impact us as well.

BC: Thank you sir. I am not going to read your mind. You have to speak.

RS: You do need to report to his daughter.

JA: Apparently I do. Keep a list here.

BC: Alright. The next one is.

JA: I will say, though, since you did look at me, I mean, I think I feel like it is SWOT in the sense that it is either the degree to which there is friction is a threat, it is a weakness, the opportunity to improve those relationships, deepen those relationships, figure out how we can work together. And so I think I could see that as part of a SWOT analysis, so that we get a really good understanding of where the relationships are strong, where it is going to be easy to move forward, where the relationships are not so strong, and where we have got to put a priority to strengthen those relationships.

BC: Thank you. And after we complete this, I am going to speak briefly about the relationship to priorities and SWOT. We are listed now as priorities versus SWOT. But I will speak briefly about that relationship. Five more questions. Are the current governance structure decision making processes, are they priority or a SWOT opportunity?

AC: SWOT.

BC: Okay. Do you want to share?

AC: Well, there is been a lot of discussion about how we can be a more engaged Board. And I feel like there is opportunities for us to figure that out. And I feel like with every

additional hour that we put toward Board relations and working together, I feel like that is going to take away from something. So, I see it as a SWOT.

BC: Okay. Any other thoughts?

RS: I just to piggyback on what Supervisor Cano said. We are so constrained in our normal structure of operations by Arizona's open meeting law, that opportunities like this, or perhaps building a study sessions into our structures, are going to give us more opportunities to engage with each other as colleagues and perhaps even have more opportunities for staff to engage with the Board.

BC: Thank you. So, we will be capturing some of this information, and it is going to show up in the afternoon session where you are going to see some of this information and how we threaded through the priority segment and the SWOT analysis. So, you are going to see this information and how we have threaded it through everything else. What institutional knowledge relationships or capabilities might be at risk? So, when you see risk that should be an alarm that is part of the SWOT analysis okay. So, I will take that one which is to say SWOT. If we can only accomplish three, only three, but they are transformative initiatives, over the next strategic period, which will create the most meaningful measurable impact, what are those services and who would they impact? Now do not answer the question. So right now, just park it. Is it a priority to be able to walk away and define with clarity? And clarity the most important thing in a strategic plan because in any organization, if you do not have clarity about what the priorities are, Eisenhower called it a state of urgency, a perpetual state of urgency. And when you have those perpetual state of urgency, strategic planning goes out the window. You are putting out the fire instead of trying to figure out how to slay the dragon. And we should be dragon slayers, the Board should direct us to be dragon slayers. So, I am a going to turn my editorial off and ask for you all to go to the next three for me, please. Is that a SWOT or priority? Supervisor Allen?

JA: While I embarrass myself. A priority.

BC: Okay, anyone else with a comment or thought. That was a curveball. Okay, but thank you. How are we defining success and what are the appropriate measures? Supervisor?

RS: I would go back to the first item under Performance and Resources, which says what does our data tell us? I see this, how are we defining success, as aligned with that. And again, I would see that as a priority because it helps us determine not only how we are doing, but where we are going.

BC: Absolutely. The final one, how will we honestly assess whether we are making progress and what are the mechanisms that will ensure we course correct or pivot quickly? Is that a priority or SWOT?

- RS: That strikes me as more SWOT, because I think that would be an ongoing analysis that the Board and our staff would be engaged in.
- BC: Okay. Any other thoughts or comments before we close the session out? Okay. Thank you. So, the relationship between priorities and SWOTs are co-linked because often the SWOT will guide you when you look at your strengths, weaknesses, opportunities and the priorities you are making. If we say that we need additional financial resources that is going to impact your priorities, because we can only do so much with the resources we have. That is going to impact your priorities because we cannot do it all at one time. They are not one versus the other, there is a relationship and as we go through the initial establishment of priorities and do the SWOT, you are going to see that relationship unfold a little clearer. Slide ten please.
- NC: Alright. If you have not noticed I am the bad cop. We just want to put this up. This is brainstorming rules, so different than retreat rules. We want to make sure that as we are brainstorming that we are allowing anybody to bring anything to the table. That we are going to not criticize it, not dismiss it, we are going to put everything out there. Wild ideas are wanted. They could spark another idea. We are going to focus on quantity, and then we will look at them in more detail later to be able to look at quality. And then we would like you to be "Yes, And" instead of "Yes, But" Let us build on each other's ideas instead of negating what they said. And we are going to move into the next phase, which is prioritization. And let me go ahead and move that forward. I just wanted to point out that we are going to take this offline. So, before the slides were up for the public to see, we are going to be able to take this offline so that we can take notes, it gives us some time. Everyone can still hear all of the discussion, but it allows me to have a lot of typos when I am keeping notes and not be embarrassed. So, I appreciate your help with that.
- BC: Now we are going to do a round robin. And I am going to ask you to identify priorities, and if you need to write it down on the pad so you do not lose your thoughts, please do. I am going to go through and ask each member of the Board to identify priority and then as Nancy said, we are going to capture it. This is the time where, we again, we need the Board to engage with each other and to the public and to us to identify the priorities.
- AC: Director Collins?
- BC: Yes, sir.
- AC: Can I please make a suggestion? I feel like I want to talk to my colleagues a bit more and then go to this, and I am the new kid on the block, and I have a lot to learn from everybody here. And I think that we are going to get here to our Board priorities. But I really feel like I just want to ask my colleagues what has been, especially the ones who are returning members, kind of the top highlights that you have had as a County Supervisor, just to kind of begin the conversation and set the foundation right, and then we can go into priorities. I think part of the retreat is those

icebreaker moments where we can talk a bit more, and I think that might help me talk a bit more.

BC: Please, we accept that.

AC: What brought you joy as a County Supervisor?

RS: You know, I appreciate the question, Supervisor Cano. And when I was a school administrator, a job that I did for 19 years, what gave me the greatest joy is if I was able to solve a problem for a student, a parent, colleague, a community member, and what I most enjoy about being a supervisor is that I can engage in problem solving at a macro level, a big level with regard to the policy making decisions that we make. But because each one of us represents over 200,000 people, I also feel that my staff and I get the opportunity to engage in problem solving at a micro level with regard to the constituent service that we provide to the people of District 1. So thank you for that question.

AC: And what have been top highlights over, your, this will be your fifth year?

RS: Unquestionably, it would be the county's efforts to decrease barriers to access to high quality early childhood education. It is the one area of the Pre-K to Higher Ed continuum where the County can play a substantial role. And when Supervisor Heinz, Supervisor Grijalva and I were elected in 2021, we made it one of our first initiatives. And I am very proud that we have been able to help thousands of kids who would not otherwise have been able to go to preschool to be able to attend. What that means to them, their families, and our community, is just extraordinary.

AC: What about you, Dr. Heinz?

MH: So we were I mean, Supervisor Scott and I were elected and Grijalva at the time during COVID, we met for the first time in January of 2022, having done, what, 27 or -8 meetings together remotely. But actually, I have been on you know, I have been a legislator, but I think probably one of the most impactful things for me was not only helping as a county to facilitate our response to COVID in terms of distributing vaccinations to those who needed it but as a provider myself, I did not just attend some of these, you know, some of these vaccination sessions in the community. I was able to literally vaccinate my constituents, which is perhaps the most direct constituent service I have ever performed. So that was particularly impactful, and I think very rewarding. And comparing, you as a legislator as well, it is so different when you have 90 colleagues to deal with, and it is so much better to have five, because any two of us can recommend some really transformational thing that has not been thought of before, as opposed to going to however many committee chairs and the speaker and the you know..

AC: In the minority.

MH: Yeah. Well, and being in the minority, this is a little bit different since we have a Democratic majority here. So yeah, those I think are what comes to mind.

JA: I am the newbie to just to be clear. My parents were just here yesterday checking out the office for the first time. It was very sweet and they are very convinced that I am in the right place for when I started out my work, I was a community organizer and I get joy from working with people in the sense that people start to see that they got the power to affect change. That their experience matters, their voice matters, that their vision matters, and that can be translated into real change. That said, over the years I moved into more and more roles of leadership, and it got me less and less connected to what I really love to do. I could make great decisions and be at the macro level, but it meant that I was less and less connected to really folk's experience and the soul or the heart of what changes happening at the grassroots level. So, this role is like we are connected to our community in very deep, real face-to-face ways. People are letting us know what they want to see happen and what should happen. We get engaged at that level, and we get to zoom out and, you know, have these higher-level conversations and think countywide. Think about how what we do affects the state and the federal government and other municipalities. So, you know, it is that mix that I just love.

AC: Well, thank you, Director Collins and to my colleagues for indulging a little bit of the icebreaker. I think it is important to set the tone, and I am always curious what public servants say when I ask them what is their purpose and what is their joy. I was appointed on April 15th, and thank you for it, and I am still learning so much about the county, but very much consider myself a product of Pima County, starting with the Summer Youth Program. So, I am having the time of my life as County Supervisor, and it is been such an honor to be able to work with all of you. And I think that this retreat is going to be an opportunity for us to do what we are going to do just now, which is figure out how we are going to be the transformational change makers. There are only five of us in the county, and we have a regional obligation to uplift people and to set a big blueprint. And so, as we set history in the first retreat, I think it is important for us to just remember the story of how we got here. And I am certainly thinking about that and the history and this building as well, that has brought our community together and appreciate, again, Director Collins, the opportunity to be a little bit disruptive this morning.

RS: Flip the question to you, Supervisor, since we all had the opportunity to interview you when we were considering you for this appointment. But in terms of the purposes that you wanted to engage in and the joys that you hope to experience, what motivated you to put your name in for the appointment?

AC: Housing, being raised in Section 8 housing growing up really taught me that local government can really help people. I feel like with the uncertainty happening right now nationally, I feel like what folks want is a connection and trust to their policymakers and I think about the work that we have to do on that. And it was very uplifting to also have Supervisor Heinz introduce another historic item in that first

meeting that I think will allow us to really set the tone for the conversation that we are having as a region. So, thanks for asking.

RS: Thank you. Appreciate that.

BC: Supervisor Cano, I just want to tell you thank you for that icebreaker and to have that engagement and learn everyone's story. So, as I listened, there is a connection that I will make with all of you and I will be very brief. When I was working with the Atlanta Housing Authority, that at that time, is the fifth largest in the country. As we were going through what was called Hope 6, and it was tearing down the old community and building what they call Marketplace Communities. Those properties look like any residential property built by Trammell Crow that you will see, it was no longer the brick jungles that we grew up with. And so the goal was to de-concentration of poverty, and the finest, most rewarding moment of my life was when my mom came to Atlanta to see what her son was doing, and we walked through Centennial Park, one of the first mixed communities in the country. And I was showing my mom, "Mom, this is what the residents can live in now. Look at this building." And they built a charter school with each new community and my mom started crying. And she said, "Remember when your dad died, we lived in this community." And so I am connecting with you as a former resident in public housing, connecting with you too, and all of you, in regarding the impact of what we do, the impact of the decisions and as staff, the execution of it. We have to execute it so that the entire community can benefit from it. So, thank you for the icebreaker and thank you for letting me share my story.

AC: I think Supervisor Heinz alluded to this, which is, it is difficult to try to make change at the state or national level and so local governments becomes the most important avenue for us, and here we are.

BC: Yes, thank you. So, at this point, I really need three priorities from everyone. So we are going to we are going to take three minutes, allow you to write three. And we are going to come back and share out okay. So please take three minutes, write them down or you may be a little sharper pencil in the box than the rest of us where you do not need to write it down, but please write down three. And we are going to come back in three minutes and share. Thank you.

[3-minute writing break]

BC: We have one minute left before we start, and the continuation of this phase, one minute left. Thank you.

JA: I should have asked this earlier, over what span of time?

BC: Three years.

JA: Three years. Okay.

- BC: We are going to proceed back to the space. We are going to pause so Supervisor Scott can have some introduction.
- RS: I just wanted to acknowledge and recognize our County Attorney, Laura Conover, and her Chief Deputy, Kim Hunley. I mentioned at the beginning that they were going to be joining us, and they came in while we were engaging in this writing exercise. So, I just wanted to see if County Attorney Conover wanted to say anything to the Board.
- LC: Thank you, Chairman, and just thank you all for the opportunity to sit in. As I said earlier, I am not here as Laura and I am not here as the D.A. for the County. I am here as a just your Attorney and Sam's colleague. And just to listen in the hopes that whatever I can observe might help me be helpful throughout the rest of the year and the rest of your term. Just here for help.
- RS: We are grateful to you and Ms. Hunley for being here and always grateful to our ongoing partnership with Mr. Brown as our counsel and parliamentarian. So thank you all.
- LC: Thank you.
- RS: Mr. Collins, thank you.
- BC: Thank you sir. So now we are going to pivot back to the priorities. So, I do have a question after you state your priorities, please provide some insight as far as your thought and why you would identify this as a priority. So, we are going to start with Supervisor Scott.
- RS: So I wanted to really thank you and Ms. Cole for these questions, Mr. Collins, that we just went through because not only did they help to guide the Board's introduction to this retreat, but they helped to guide my own thinking as I was coming into the retreat. So, the three priorities I identified, the first one is making a full transition, and I realize that this might require both Board discussion and Board decision making towards a priority-based budgeting approach. Back when the Board passed the Prosperity Initiative, we were briefed on what full priority-based budgeting would look like, and I really want to thank Ms. Leshner and Mr. DeBonis and Mr. Holmes for their leadership in helping move our directors and our entire staff towards a better appreciation of everything that the Prosperity Initiative means in terms of prioritizing our spending and our resource allocation. But I think we need to give some more direction to our staff in terms of taking a full approach to priority-based budgeting. And there is a recent memoranda that we got from Ms. Schaefer, who oversees the Prosperity Initiative that restated something that Ms. Leshner told the Board the month after we passed it, which is that if we are going to take that approach, it would require some policy making choices by the Board. I also think that because any organization, our biggest costs are in the area of personnel, and we should always be looking at keeping those costs at a level where we are ensuring the provision of services and supports, but also making sure that we have

only as much staff and authorized positions to ensure the delivery of those services and supports. I would like us to use the Class and Compensation Study that we enacted a couple of years ago, along with the vacancy policy that has just had its first anniversary, to help us to determine how to right size our departments. And determine, because we still have a significant number of vacant positions, if you look at the vacant position report every month, we still have a significant number of them. And I want to take a real hard look at how we can meld what the Class and Compensation Study told us and what the vacancy policy can allow us to do to help to right size our departments because, again, personnel costs are our greatest cost. And then finally, taking a look at our overall fiscal policies, including perhaps consideration of bonding as an option for dealing with long-term costs of the County. So those would be my three.

BC: Thank you, that is a great three. We are going to pivot to Supervisor Allen.

JA: Well I am very glad that you want to consider bonding because I can consider things that cost. Well, I am going to add in some context pieces to the three priorities because in terms of thinking about them as three years, I was like okay, these things may take a little longer than three years, but we will go there anyway. First, I think given, this is the context piece, given our commitment to housing and the \$250 million over ten years to support affordable housing and thinking about the opioid settlement funding that we have, that other jurisdictions have, state has, our workforce development work, our economic development department, the transition center, the invest program that operates inside the jail. And then there was recently a conference that the Health Department put together, bringing together a lot of behavioral health providers, identifying what some of the gaps are in service. I think that those pieces of that puzzle can be put together in such a way that we aggressively look at how we can stop relying on the jail as the place in which is the default for providing meaningful mental health treatment and substance use disorder treatment, and that we invest in really making folks well and that we ensure that as folks go through treatment, come out of treatment, that it is tied into housing, having stable housing, and that it is tied to having meaningful jobs so that we can get folks back on a path of health, stability and being part of the community. So that is one. Second, we have lost a whole lot of support, a lot of the underpinnings that have allowed communities to really tackle climate change so despite the lack of support for that, we have got to really make sure that as a desert community, as a desert region, that we are decreasing our greenhouse gas emissions, minimizing the impact of heat, drought, wildfires, and the other effects of climate change that are unique to us here and that we are increasing our community's ability to adapt and be resilient in the face of the threats in our changing climate. I think we have got the Pima CAN, the Climate Action Now planning process underway. I think there is great support across the County from departments all leaning in different working groups and really understanding how it is as County operations. We can do those things from emissions and adaptability and mitigation. And we have got other municipalities, the City of Tucson has a great climate plan and commitment to moving forward on climate action as well. So, I think thinking regionally about things that we can concretely do and the urgency by which we do that. There is many

things we can do under that as well. The third, and it is prosperity, the Prosperity Initiative is, just the urgency is, increasing as weekly across the County to for us to dig in, and really dig in to the policy, to the framework that was established in such a way that we are aggressively tackling poverty in our community. The conditions in which a lot of our folks live is absolutely unacceptable, and we have got to figure out how we can increase wages and build wealth that is beyond just the here and now but is intergenerational that people can tap on. The amazing thing is we have a framework to do this and it is data driven, it is there, we just need to be able to dig in and note that the education work that is happening within departments around if everybody understands and is clear about what the Prosperity Initiative means to them, the review of the budgeting process as it ties and connected to advancing Prosperity Initiative policy areas and the force there are all moving in that direction. But I just feel the urgency to make sure that we are combating poverty here and we have other municipalities in the region who have adopted prosperity, who are advancing some of the components of it. And so the need and the opportunity to work together, to really in a focused way, at what is there.

BC: Thank you ma'am. Supervisor Heinz?

MH: So and maybe not in three years, but I think we can take a crack at it and do a lot. I think we need to prioritize eliminating or dramatically reducing homelessness and housing insecurity. And we have heard that theme already but I was reflecting on my experience with the RTA Board of Directors and why do we not have that for housing and homelessness? What are we doing? I mean, roads are great, no one likes potholes, but we should have an RTA style approach to affordable and we are doing some of that at our County level already but this might require legislative action here to enable us to do more. But yeah, I think we can really continue to expand our efforts not only on affordable housing, but really, truly chronic street living homelessness. These things, we can fix this, we are the United States of America. We should not have this degree of homelessness that ties in a little bit to my second priority, which is an expanded role for public health and especially non-communicable diseases. What kills people? What brings people to the hospital where I have to treat them sometimes is heart disease. And people that do not know they have high blood pressure and then they have a stroke or they are not getting, they have no primary care provider, they do not get any preventive screenings and then they have a big old colon cancer, and sometimes they are in their 30s or 40s. It is happening earlier and earlier, probably because of what we put in our bodies. So having whatever we can do to expand and I have talked with Doctor Cullen about this, expand our role to connect people to health insurance, health coverage, primary care providers, and make sure everyone is getting these screenings. I know we put blood pressure cuffs in the libraries, that is one these, it is not infectious diseases for the large part, not even COVID that are doing the most in terms of harming the health of our population. It is all those other silent killers. So, and then third priority, is just kind of going big on economic development and especially infrastructure projects. And I mean, regionally appropriate ones sometimes will be part of other governments that have to be involved and that align with our priorities, especially our environmental stewardship goals. We have I think discussed quite a

bit and I am looking at, as we have been discussing not only tremendously strengthening our economic ties with Mexico, our largest trading partner, like with boots on the ground hopefully very soon. But big ideas like, why do we not have high speed rail? Forget Phoenix, why do we not have I mean, Phoenix is great, but like, why do we not have high speed rail to Mexico City and Mexico? Mexico is doing that, by 2030 they will have high speed rail from Mexico City to Nogales. Yeah, well, the Sonora one, so that seems like something and that requires Governor Hobbs, who I know is involved with this at some degree, and that requires Pinal County, and it requires, of course, Santa Cruz County, it requires Casa Grande, and it requires, you know, a bunch of different jurisdictions, the City of Phoenix, the City of Tucson. So that is a big, and the federal government, the Obama administration, set all this up for us back in, I think, December of 2016. So there is there is a plan, we are slowly moving on it. But that kind of a really big idea that probably take more than three years. But why do we not connect to what Mexico is doing? They are bringing up high speed rail from their capital to the southern border of the United States, and we should meet them.

BC: Thank you. Sir. Is everybody start to see the commonality in what has been said. That is excellent. So, bring us home, Supervisor Cano.

AC: Oh, man, that is a big task, Director. I have been using the three E's, Economy, Environment, Education. I believe that the County has an overlap in all of those. Starting with the economy, I believe that we can do a better job at recruiting and retaining major employers. I believe in us putting on steroids our commitment to small businesses, apprenticeships, working with our labor partners to look at ways to give kids jobs and opportunities, expanding the Summer Youth Program and ensuring that people have health care. And that is a constitutional mandate of the County as to ensure our region's public health. Related to the environment, I am committed to working with all of you next year on celebrating 25 years of the Sonoran Desert Conservation Plan and its important role in helping us plan for smart growth, protecting our water, ensuring our air monitoring is meeting our communities where we need to be. I grew up on Tucson's south side, next to manufacturing plants at my grandmother, and many other families were impacted by because they were exposed to Beryllium. So, I see the environmental justice and the need for us to continue looking at where we have got to work as a region to invest in those communities that are disproportionately impacted by toxic pollution. Climate resiliency, to Supervisor Allen's point, something that we are going to have to do more of as a government and looking internally, but also not putting the brakes just because we have a federal administration that is wanting us to go the other route. And related to education and people, I think PEEPs is one of our greatest legacies that we will all celebrate down the road. And I believe that what we have got to do is expand criteria, eligibility criteria for folks to for more families who do not make too much but make too much to be able to qualify for a scholarship. I think that we have seen ways to be able to expand eligibility in other core programs that government provides, and I think we can work to expand that. Literacy and libraries are so crucial to the fabric of our community, and I will always look for ways to support our librarians and our library patrons. And neighborhood reinvestment as it

ties into investing in people that is a bond program, and I believe it was one of the most impactful ways that we were able to help people decide in their own backyards what they wanted, not the other way around. So, Director Collins, I feel like those are those are visionary, right? But I think that for the purposes of kind of what we have got to prioritize, we have got to prioritize how much money we have got. And, you know, all of these take investments and they require public private partnerships. I feel like we have got to do the budget process in reverse so that we can then figure out what that priority-based funding is going to be and ensure alignment with the Prosperity Initiative. The supplemental funding is something that I am going to be paying close attention to and years forward as it relates to the Prosperity Initiative and whether it is aligning with some of that work, some of the supplementals are kind of cut and dry. Capital projects that are super important, super needed and I think we have got to figure out a way to do both. Innovative pilot projects, I think that if we are expecting folks to come to the County, I think we are doing it the wrong way. We have got to figure out how we can do things different and make sure it is evidence-based. And I think that one of those premier opportunities right now is going to be on unsheltered individuals that need our investment. And I have some ideas for how we can do that and I am encouraged by the work already. In my first meeting, when we voted on the Opioid dollars to have a criteria that I believe better reflects the community. And Director Collins, I am almost done, I apologize, and to my colleagues, communications reforms. I think we need to do a lot more to talk about what the County does and how we are an essential part of this community. Without County services, our community would look vastly different, and we have got to make the case as we ask any voter in Pima County for greater investment, whether it is a bond, whether it is the RTA, I think we have got to tell our story a bit better. And I think, Outside Agencies, this is a key funding priority of this Board to invest in nonprofits. And I am going to be very mindful of the fact that there are local jurisdictions like Pima County, are going to get a lot of the burden as federal cuts impact our communities, and I am paying close attention to how we can continue to support those core services. I was at the food bank yesterday, and they have got three months of supply to be able to feed people, which is good. Medicaid cuts and SNAP benefit cuts are coming in two months, and I think that we are going to start to see the trickle down of federal policies coming down to us. That is it Director.

BC: Thank you. So I hope everyone that is here present and listening online, heard that when you articulated your priorities, it echoes who you said you were in your purpose. But it was presented as a community and County benefit. So, when we spoke about the connection with community-based organizations, and that was your birthplace of the work that you are doing, some of the items that you brought forth revealed that it was an echo chamber, and it is good to have an echo chamber when it is productive and positive. And one of the things that is coming out and speak about the communication is the ability to tell people all the great work we do at Pima County. High performing organizations often do not have celebrations and great press releases about the great work, because we are doing a great work because we do great work. But sometimes it gets lost and some of our great work is lost with other entities. They get, "Oh, that is not Pima County, that is the City." So,

all of you brought forth some great ideas and some great priorities that reflect who you are and your purpose for being on the Board and what motivates you. There was a threat, if we look through it, a threat of everything we said, one of those threats was financial stewardship. We said it differently, but that is a threat. And I want to thank Supervisor Heinz because one of the things I admitted in saying is, I once received the little plaque that said, "What would you attempt to do if you knew you could not fail?" High speed rail? That is clearly what will we try to do if we knew we could not fail. So, there is things that have come out as priorities and you guys knocked it out of the park. So, I just want to applaud you for knocking it out the park and even identifying those things that we may want to consider doing if we truly believe we could not fail. So, we are approaching a break. But what I wanted to do, since we have a list and I am going to channel Supervisor Cano, is there anything that we have with or that has been said by one of your colleagues on the Board that someone else would like to comment on and provide either an amendment or addendum, or just to comment on it and say, "Yes, I agree, but not but, yes, I would like to add something to that so that we can capture it," because again, we want the Board to come up with priorities. Is there any one thing that has been said that a Board member would like to say, "Yes, I love that. I did not say it so I cannot take ownership of it but yet I would like to add a comment to it?" Yes ma'am.

JA: I love the idea of thinking about an RTA style approach to tackling and be it tackling homelessness, to tackling climate change and I think just that model that is a multi-jurisdictional approach to solving problems, working together, hashing it out through the bumps and all. But I think it is using and thinking about existing places that we do that and then figuring out how to replicate that. I think it is a great idea.

BC: Okay. Anyone else would like? Yes, sir.

RS: I would say with all of the policy areas that each one of my three colleagues touched on, they were making reference to something that I was just hearing about this morning. I was listening to a podcast this morning about how unsettling uncertainty is, and if you are uncertain as to where you are going to be housed or where you are going to work, how are you going to deal with challenges involving mental health or substance abuse? If you are worried about preventive care and whether or not you can afford it in a health care system that does not prioritize preventive care, you are going to be uncertain about your health or the health of your children or other loved ones. And if you are wondering where you are going to send your child during the day, how are you going to be able to focus on your priorities as an employee? As a student? And so expanding eligibility for PEEPs, I just appreciated that all three of my colleagues spoke to the fact that if we are going to look at the two indicators of the Prosperity Initiative that Ms. Lesher identified when we passed it, which is increasing household assets for people who are in poverty and decreasing their liabilities, we are therefore dealing with all of their challenges of uncertainty. And I thought all three of you spoke to the challenges of uncertainty and how we need to address them very well.

BC: Thank you. Supervisor Scott. Supervisor Heinz?

MH: I echo just about everything that I heard, so I think that we are all aligning pretty well and that is great.

BC: Sir. Now come on, give me something.

AC: Next one please or the prior slide. I mean my input is, I recognize that dollars are limited and we cannot do it alone. And that is more reason for why we need to work with all of our jurisdictions to be able to put our ideas into motion and we are in a difficult time right now where I think folks generally are wondering what government is doing for them. I want to reverse the narrative and say, we are here for you, because we are every single day and 7,000 employees come to participate in that process every single day, not just the Board. The District 5 office will always be supportive of greater investment in people.

BC: So, when we think about the list and we think about the data that will come out of the execution of this. I was participating in a youth group meeting, and one of the things that the younger generation use is that we have to have receipts, receipts for us, those that are over 25 basically means you got to show data as we accomplish things. So, whether it is from a regional perspective, that I love the regional perspective that you articulate in collaboration, and one of the things that the Board could consider these collaborations, are we leading those collaborations or we are participating? Are we going to lead the collaborations and bring everyone together and be it...

AC: Obstructing because I think it is important to also point that out too.

BC: Are we a convener and bringing those like-minded organizations together? Or as Supervisor Cano said, are we obstructing? Because we want to stay isolated in our own silo, in our own environment? So, as we go through the remaining of the day, please have that filter too when we speak about collaboration with other like-minded entities. Are we going to participate or are we going to help shape policy, direction, priorities, not selfishly. I am feeling the County Administrator look at me when I say not selfishly. So perhaps selfishly, but not, just kidding. But how do we participate? How do we show up so that we can answer the public with, what have you done for me now? Where are the results of these things you guys put in place? How will they show up and how will we measure them? Because we have to measure the appropriate thing. We have to be able to define what success looks like. So, I want to congratulate everyone on your ability to articulate these priorities. It was well done. Nancy did a great job keeping up, so I thank Nancy for keeping up. So, we are scheduled to go on break at 10:45 a.m., but I believe we have completed this exercise. So we are going to go on break early and come back at 10:45 a.m.. So effective now we are on break to 10:47 a.m.

[Break]

RS: We are back in order.

BC: ...to speak to you and then we are going to dive into the SWOT analysis.

NC: Alright. We just want to trade off so that you do not get bogged down with just one person's box here. So, as we go into the current state evaluation slot, we have already talked a lot about strengths, weaknesses, opportunities and threats. So, we have already put our heads in that game so that we are ready for this. And what I would like to suggest we do, is using your notepad or paper, as we read through what strengths are and read some of these questions, you could jot down some things. Let us go through each strengths, weaknesses, opportunities and threats to just give you a couple minutes to jot some thoughts. I think that was really effective in the prior one do let us take that same thinking forward. And then we will go ahead and as a group, share and take notes on each of these individual areas. So again, many of you probably done this before but strengths are going to be, where are we excellent? Where are we high-performing? What do we do well as a County? What is unique about our organization? What are things we are doing that we should continue to do, or that we want to ensure we do not forget about and leave behind? So, what are strengths that you see in Pima County that are critical and particularly relating to some of the thinking you have done on priorities? What are those things in place that are going to be able to be strengths? And then weaknesses, where do we need to improve? What are we not doing? What can be improved? Are there barriers that are internal, that are within Pima County that we need to remove in order to move forward? Are there resources that are needed that are not yet dedicated or are not in place? And both of those strengths are internal setup and organizational strengths and internal weaknesses, things that we can change within our organization to move forward. And then we are going to look at opportunities, these are external opportunities. Where are things that we can leverage to move the needle forward? What can we do to eliminate a gap in service? Is there a gap in service somewhere that we can fix and we can work on that external output? Are there technologies that we should be using? Are there resources out there that we are not yet using within our organization that we need to go get? And then what are our goals when we speak to the public externally? How are we going to describe our organization? What are the things that we can take advantage of that way? And then finally, threat. What are those barriers that are external, that are beyond our control? And we mentioned before like regulatory. So as a County, we invested a lot in our Wastewater Department because regulatory changes. So, things like that could come and affect with what we are doing. Are there industry changes and are we positioned to meet these? Are we ready to be resilient, to be able to address unexpected changes that may come to our organization? What is that structure that maybe we need to have in place so that we are not caught off guard? This event today is to be looking at that three-year future or that five-year window, so that we are avoiding a lot of those unexpected things by having something in place to use for our response from a staff perspective, and as well to be able to plan ahead for it in case this happens, we have that mitigation plan set up and ready. So, we are going to just give you a minute or so, and then we will go ahead and as a group go through these and take some notes. I have a slide for each area, Bruce is going to facilitate again and I will take notes. And we can go back and forth in any of the

slides so we do not have to stay only in one as thoughts are triggered if need be. So any questions or comments?

[writing break]

BC: Three more minutes please...three more minutes.

[writing break]

BC: One minute please, one minute remaining.

[writing break]

BC: Okay. All pencil and pens down, please. I think well, I know Nancy set this up beautifully. A question I have, when you were going through the strengths, weaknesses, opportunities and threats did we filter it through for who our customers are? Did we filter through our community, our citizens, the business community and our visitors? So, as we look through this matrix, did we consider those our customers? Our customers are our business community, our citizens of Pima County and the visitors. And Nancy brought this up when we were having a conversation about this exercise. She said, "Well, Bruce, when I am on the evaluation panel, I will submit my scores. But after discussing, I am allowed to change." I said we will do that at the Board meeting. So, if you have something after we discuss it, if you want to change it, feel free to and we will capture that information. So let us begin with our strengths. And I am going to reflect back to a Board meeting that I attended recently and I am going to reflect on an experience I had with another organization. We were working with the Hispanic Chamber, Greater Chamber, Small Business Administration, and Department of Commerce. And we had an entity come in to do an update on their business recruitment, bringing businesses into that City and how they were retaining businesses. And they presented their SWOT analysis because we said, what are businesses looking for to make that decision? Education? I went through District 2. How were the universities performing? What was the skill level within the region? And how safe says we are a border community? How safe was the City? And unfortunately, the only area that was able to stay safe in the U.S. in a border town, if you have all that protection. So, the decision makers deciding where to relocate and a similar analysis. We are going to start by asking you all to identify the positives. So let me pivot so we can have some positive energy. So I apologize for that, let us have some positive energy. Supervisor Heinz would you like to start please?

MH: Sure. Can everybody hear me with my dual microphone? Okay. So I think I speak clearly in my opinion, our most remarkable strength is the, our people. And it starts at the top. I mean, we have a County Administrator who has run the Department of Homeland Security. Incredibly, talented person and I think we find that all throughout the leadership and all throughout the employees of Pima County.

[County Attorney Conover signals to Supervisor Heinz that he cannot be heard.]

MH: No, still, really? How close do I have to have these things? Is that better?

JA: Just hold it.

MH: This is weird, really? Okay, okay. Did you hear anything I said? No okay, fine. So I think that the talent, the people we have at Pima County workforce, starting at the top with our County Administrator who has run the Department of Homeland Security and the Commerce Department for the State of Arizona, and the work with former Governor Napolitano and all the way down the line with all of our Deputy County Administrators and just all the team leaders. I think we have a tremendous resource and talent pool and a lot of dedicated, amazing people that come to work every day to make Pima County a better place. And that is a great place to start.

BC: Supervisor Cano?

AC: I also said County Administrator Leshar was a strength and a positive on my notes here, but then I put 7,000 strong as well because our County employees are essential to our core services in our community, and as a major employer is something that I think we also have an obligation to ensure is that our employees are taken care of. If they have health care that they can afford, that they have a wage that is livable. It is fun to see Director, the commonality of people coming from two Board members as well.

BC: Supervisor Allen?

JA: So I got jotted down notes beforehand, which means that my lists are a little long. So anyway, I got a lot of strengths. So employee retention, I think they have been an increased focus on HR and keeping folks and we have got some great folks to keep. Maintaining our commitment to Diversity, Equity, Inclusion throughout the organization. The completion of the Class and Comp study and salary increases across the board. Increased communication with employees through the use of the newsletter and videos. The living wage for contractors of Pima County, the integration of the Prosperity Initiative, is showing up in, as I mentioned this earlier, through Department of Education, BOSAIR, budgeting process. The development of GMI as a central department for seeking and managing grants across the department. And then the intentionality of making County materials and services bilingual...

[Inaudible room question]

JA: Bilingual...the intentionality making County materials and services bilingual. So that is all kind of internal. And then externally, the development of programs that have generational impact. And we have got some really robust ones from the Sonoran Desert Conservation Plan, Prosperity, PEEPs, the growth of PACC and then Justice Services Programs through reducing recidivism like the Transition Center, the INVEST Program, and then our commitment to affordable housing. And then we

have had an incredible response over crises. So, thinking about the work that was done, managing the influx of asylum seekers, the success of EELS, and then thinking about the work that the Health Department did during the pandemic. And then I think also working deliberately, intentionally, with the Tohono O'odham Nation, Pascua Yaqui. I mentioned this one, our Sheriff's Department that is not rolling over to federal pressure to assume the role of immigration enforcement in our jails or out on the streets. The Loop is amazing. The parks and the monuments that we have, the lands within Pima County is sometime maybe I will count them up, but it is, I think it is fairly unprecedented the number of national monuments, national wildlife refuges, the national park. We have incredible land in our County and that is a driver of tourism and it is a driver of the brand of who we are. Our proximity to the border, and the rich relationships and the ancestral lands that we are privileged to be able to utilize, from that information from the Tohono O'odham Nation, Pascua Yaqui Nation, the rich culture, and history that we have as a result of being so close to Mexico and the Nation and our relationships with other municipalities in the region as well.

MH: I actually had more in my list. I just want to add one and do not want to say all of them.

BC: In all fairness since we are pivoting. So, I am going to offer you two gentlemen an opportunity that if you have more, please share. And then, Supervisor Scott, we will come back to you.

MH: Okay, great, hold on let me hold this. I also put responsiveness which I mean constituent service type stuff. Response to emergency as we just heard, and dexterity, because as I mentioned before, having a much smaller group of decision makers really does allow us to affect a broad variety of areas across so many aspects of life in the County and having five people make these decisions or create a new program or pilot something, I think that is the dexterity aspect.

AC: Director, my list was short because I stepped out, so I did not have enough time, but I did put library on my list because I think those are amazing and really proud of our library.

BC: Okay, Supervisor Scott, sir?

RS: So under strengths, I had as my colleagues did, staff commitment, professionalism and responsiveness. Also, I think all of you should be commended for the level of collaboration that I see between departments. I think inter-departmental collaboration is a real strength for us, as is leadership development. I have only been a Supervisor for a little over four and a half years, but I have seen people who clearly were cultivated to be leaders, step up and lead departments after directors left. And then something else I wanted to mention is the Navigator model, and how we have tried to put it in place through a number of different areas, Community and Workforce Development, certainly the Justice Navigators and some of the other departments. And that whole philosophy of, there is no wrong door, if you come to

the County for services, not only are we going to help you to get the services that you sought in the first place, but we are going to make you aware of what else you may be eligible for, you and your family.

BC: Great, excellent job. Yes, ma'am?

JA: I have one more.

BC: Sure.

JA: Sorry. The nature of our County and that I think is unique because of its size, but that we are urban, we are rural communities, suburban communities, dispersed rural communities. We are the U.S.-Mexico border, we are tribal nations and we got a little bit of everything that you could have in this country within the bounds of Pima County and I think that makes us so much more complex, richer and just a really interesting place to be on so many levels.

BC: Excellent. We are going to pivot to; we will need your notes to have Nancy catch up. Thank you for giving them to me last time. Internal weaknesses, hopefully this is a shorter list but if we do not identify it then we cannot fix it. So, we are not going to have our feelings involved in this as staff, but again, if we do not identify it, there is no opportunity to fix it. So, we need the transparency and your honesty so that we can leave and understand what we need to do to improve our service delivery. So, we are going to start in reverse order this time. Supervisor Scott.

RS: The first one I had is I always remember when I was a kid there was a Mayor of New York, Ed Koch, who was famous for asking, "How am I doing, how am I doing?" And something that I wonder about ourselves is, how frequently are we asking our constituents, how are we doing and not only seeking their feedback, but taking it into consideration. Are we doing that enough and how are we doing it? And then the other one I had is, how self-sufficient are we? We are very dependent on State and federal funding, and we have seen, especially with some of the decisions of the Trump Administration, how that impacts County programs. And we have been dealing with State cost shifts for decades under administrations of both parties and legislatures of both parties. So how self-sufficient are we in terms of the revenues that we depend upon to deliver our services and supports? So those were my two areas.

BC: Thank you sir. Supervisor Allen?

JA: My list is much shorter. A jail that inadequately serves as a treatment center for people with substance use disorder and is not capable of serving people with mental health issues. Not creating target goals and evaluating where we are making the most significant difference with our dollar. That our departments are so siloed. We get calls from constituents who have sat on hold for hours or who have been bounced around trying to get the help that they need. And we hear too from, we have got rural areas that feel under-resourced, forgotten about. I think the phrase

that I hear more often, I hear it from Ajo to Three points, that folks feel like they are the kind of the ugly stepchild out in our rural areas.

BC: Supervisor Heinz?

MH: Okay, great. So I think we can do better on jurisdictional collaboration. So that is just our jurisdictional relationships, all of them, City of Tucson, Sahuarita, Oro Valley, Green Valley, tribes. And communication, I think broadly, about things that we have been doing and accomplishing, like was referenced before and but also about opportunity services, programs, the kinds of things that we provide for people. I think we can do we can always do better on that.

BC: Supervisor Cano?

AC: Thank you, Director. I wrote limited budget capacity, telling our story. So, doubling down on communications, more FTEs needed, especially in economic development. I am concerned about privatization of core services. We talked a little bit about our contract employees, and part of the Prosperity Initiative is making sure that some of those folks that are getting some of our services do have a wage that they can live on. And I will be asking for some more info on that soon. Private sector alignment. I think there is a lot of tension in our community right now, and we have got to work on it. Spanish language media and outreach, I think, is going to be really important. I do not think as a regional center, as an opportunity, and this microphone. And that is it for me.

BC: Thank you. We are going to pivot from internal and now we are going to move to the next opportunity, external opportunities. So, we are going to come back. And we are going to start with Supervisor Cano. The positive opportunity.

AC: I think we can put the Spanish language outreach because that has been award winning and I do want to see that continue even if budget constraints are before us. I want to define our regional household income targets, how are we using the Prosperity Initiative to have a very defined goal of how we are increasing people's salary, or their income or household income? I do believe that we can have regional economic development priorities that are in alignment with the need to create jobs. And I think this Board is so talented and so capable of being able to dream big that I think that I am very encouraged by this morning's conversation, and I am discouraged that we were not able to have our colleagues in District 4 to be here today because we are a five member Board, but I want to include him as well in some of these conversations, because I think he represents a lot of people as well. And so I want to continue looking for ways to engage Supervisor Christy.

MH: It is this way right?

BC: Yes, sir.

MH: Okay. So, kind of what I was saying before the I think relationships that we have with jurisdictions and especially individual elected officials at State, other local levels, but State level and federal offices, especially where we have shared priorities and we can really kind of leverage those opportunities to build and strengthen those relationships.

BC: Supervisor Allen?

JA: Integrating similarly, but integrating other municipalities into some of our kind of core, far reaching programs like Prosperity, PEEPs GROWTH Act, Climate Action, etcetera. Creating more opportunities to collaborate with tribal nations. I think more, the opportunities that I think there is, let me put it, more effective ways to use our workforce programs and dollars to reduce poverty by working in a real concentrated effort. If we define a geographic area and whether it is a low-income neighborhood or a small rural community and kind of bring all of the resources that we have to do some intense work in specific areas. I think we could have the deep effect that is needed in certain areas, in certain communities. Our community health workers are tremendous. They are out in the rural areas, and right now they are being trained in how to provide enrollment assistance, especially as enrollment has become more difficult in programs like AHCCCS or KidsCare, TANF and SNAP. So, I think it is just an incredible asset, especially as communities and individuals are feeling the cuts to federal programs. How we can use technology to improve access to County resources in better, different ways, like how people can access rent or utility assistance programs is kind of a big one and a common one that you hear about. I think can we take better opportunities to work with the U of A and to kind of leverage that collaboration and the research and innovation that happens at the university. Setting more reclaimed water and more expansive use and improving building codes to incentivize the use of collecting rainwater, stormwater and other things that can help us, you know, use every drop.

BC: Bring us home Supervisor Scott.

RS: So, I appreciated everybody is prior references to regionalism because I do think there are a tremendous number of opportunities for enhanced regional partnerships within both the public and the private sectors. Supervisor Heinz will remember that last year when we were talking about the contract between the County and the then Sun Corridor, there was a T-chart that was developed that showed the responsibilities for Sun Corridor with regard to economic development and our economic development department on the other. I think talking with our different regional partners about which lane each one of us can inhabit would be something that we can look at. And I think that is especially important with regard to the City, because years ago we consolidated all of the libraries into the Library District, regardless of where they are in the County. And I think there are a lot of opportunities for, not just with the City of Tucson, but with the City of South Tucson and the three towns, to look at ways of where are we duplicating services and where can we partner with each other? And I liked what Supervisor Heinz said earlier about why are we not making greater use of our Pima Association of

Governments as a venue for talking about more than just transportation. I think with everything that we are talking about in terms of areas of greater focus, if we moved to a stronger priority-based budgeting approach, we would be able to determine where we want to see more of our resources allocated based on, not just the needs of County government, but the needs of our community. So, I think that is a huge opportunity for us in terms of moving to a true priority-based budgeting model. I think our Economic Development Strategic Plan is an extraordinary opportunity. As we were talking about when we approved the contract with the Chamber of Southern Arizona, staff told us that the Economic Development Strategic Plan was vetted by the Federal Economic Development Administration, and that vetting and approval, meant that we were going to be more eligible for federal grants and other supports to, not just the County, but the cities, the towns, the tribes, in terms of furthering our economic development efforts. And then the follow up on what Supervisor Allen said about greater partnerships with the U of A, I would like to always see us expanding our partnerships with all of our educational partners. Pima Community College, the K-12 districts, and a gem within this community, the voter approved Joint Technological Education District, more opportunities to partner with them as well.

BC: Excellent. I have a comment, but that was an excellent opportunity for that. And I just want to be transparent for a moment. As I listen to the spirit and desire for additional collaboration, I want to change the statement I made there earlier. You all have caused me to pause and change what I was thinking about. Earlier I made a statement about how we show up every meeting. I want to go back to the video that I showed. We do not have to pull it up, but in the video, the relay race, nobody cares who is first, second or third or fourth. They care about winning, they care about execution. So, when we speak about these collaborations, if we are very intentional about how the group wins, with that collaboration with those partners, and everyone can focus on how do they contribute, it is more important than how we show up. We just need to be prepared to execute and put the work in. So, thank you for changing my perspective on who is most important in the collaboration. I just want to give thanks for changing my perspective because we all went together. If we are willing to work together up front. So, thank you for that. We are going to pivot to the next slide. Here is our threats. So, we are going to start with. Supervisor Scott?

RS: Well I think one that we have has been a recurring theme throughout this morning is that for far too long this has been a low wage, high poverty community. And I spoke earlier about uncertainty and how that can be so extraordinarily defining and damaging to anybody. And I have lived here for almost my entire adult life, and we have always been a low wage, high poverty community. So, that threat and what it means to the day-to-day lives of the people that we represent, I had to mention it as number one. And then the other two that I talked about with regard to our own self-sufficiency with funding is State cost shifts but I will throw into that, preemption legislation, where the legislature either takes away or restricts our abilities to make proper decisions for the people that we represent and then federal uncertainty based on administrative and congressional decisions. And Supervisor Allen spoke eloquently earlier in the meeting about the challenges that we confront with regard

to climate change, living in a desert community, I think we are probably confronting climate change and its realities earlier maybe than other parts of the country because we live in a desert.

BC: Thank you, sir. Supervisor Allen?

JA: A federal administration that is breaking laws and targeting states, communities and individuals that they interpret as threatening their ideology and their positions. The rollback of regulations that will increase the impact of climate change on our community and communities around the country. Changes to previously federally protected lands, and what that means for us, and how that will impact both our community, our environment and our economy. The significant cut in AHCCCS, KidsCare, TANF, SNAP, as well as the cuts to the nonprofits and organizations that have been serving communities and individual needs. Low wage jobs that do not have decent benefits for our communities. Terrible landlord tenant laws that restrict us from finding ways to effectively manage the housing crisis, and then the buying up of affordable housing and mobile home parks by outside entities like private equity firm and then increasing rents or taking homes over and converting them into Air B&B's. We have already said that one. How to crack down on immigrants, affect our community in the short and long term. Whether it is school attendance, impact on agriculture, construction and hospitality sectors potentially around homelessness, more kids in foster care, there is a whole cascade of impacts.

BC: Thank you. Supervisor Heinz?

MH: The diplomatic ways we no longer have a willing or helpful partner at the federal level, fine, but I prefer the first. So, but yeah, especially on the funding side of things, that is incredibly shortsighted of us as a nation to have what is going on going on. That leads to the erratic decisions, the tariff, no tariff, whatever policy that is actually starting to cause problems in the labor market we have noticed with jobs reports. And all of these things, I mean, people are paying attention and because the feds have the biggest microphone and are on all the news channels all the time and social media of course. That it is a very unstable, very bipolar, it is all over the place and that causes a further erosion of trust in elected officials and in government. And I believe that in some cases, from what I have heard from the feds, that is their goal, which is unfortunate because we do a lot of, I think, very helpful things for people. And to erode that trust is incredibly problematic, that leads to the uneasiness, and the unsettled nature of the electorate that we have been referring to, and makes it much more difficult for us to propose things, whether it is a ballot measure or whatever it is we are proposing, or just to say, hey, we have done the research on this or that subject, we want to bring this forward and then having sometimes, a surprising response, perhaps so that I think that is the biggest threat. I definitely echo everything I have heard as well. But that is the erosion of trust in elected officials and how that complicates our ability to govern appropriately and even to get people to look into the County or other governments to look for programs. If they do not trust us and do not think we are here to help or helping,

they are not even going to bother looking or trust if they find anything. So that is I think, the biggest one.

BC: Thank you. I just want to mention that as we look through the SWOT, we do have, as you know, the County leadership here and there may have been an item that you may have wanted some feedback or to ask the County leadership a question about. So, this is part of a request when we have an evaluation process of Procurement, sometimes we bring in subject matter experts and subject matter experts can help inform the process to say, yes, you may not be a Master's in physics or electrical engineering, and they will speak to an item. So, as we walk through this, are there any things that, just for your own edification and for your constituents, you would like to ask County leadership?

BC: No? okay.

MH: Yeah. Has there ever been an intergovernmental affairs person, department or structure at the County level? I know the need is way smaller than in the federal department but when I was with Health and Human Services, there was like a 7- or 8-member team that literally, their entire job and their director's job, was to just manage relationships on behalf of the Secretary with Governors and all the way on down. I know it is a much smaller thing we are talking about here, but in terms of, I just wondered, has that structure ever existed for the County?

JL: Chair Scott and Supervisor Heinz and members of the Board. Several years ago, a while back, I think there was a time when an individual who was the Deputy County Administrator, Martin Willett. And Martin coordinated a lot of the intergovernmental affairs. He worked with our outside lobbyists. We have talked in the past, we have looked at job descriptions for that kind of intergovernmental person, point person, and it has not been implemented in a long time, but we just had the one person working with the lobbying team. There was a time about a decade or so ago when we were really building the Communications Office, where we had sort of phases of that, and a third phase was really looking at having part of Communications, also a global intergovernmental kind of piece as part of a strategy but it has been discussed, never implemented.

MH: Okay, thanks.

BC: Thank you. So what we like to do is similar to...

RS: I do not think Supervisor Cano got to do that.

BC: Oh, I am sorry. Supervisor Cano? Please excuse me.

AC: Do you guys know it is Supervisor Scott's birthday tomorrow?

RS: Oh, man.

AC: See what happens when you call me up?

RS: That is a threat.

AC: I was thinking that, you know, I slide a bit because I feel very much in agreement with what my colleagues mentioned. The only thing that probably I would add is voter apathy at the ballot box as we try to figure out what our ask is of voters. I think they are asking what is in it for them right now. Evolving media landscape, everyone is a journalist, citizens included now, and I think that that is not helpful in some cases because facts do not get out there. And I will echo the State and federal engagement that we have, having served in the legislature for six years, there are 90 of them and they all need attention and I feel like we just got to ask all of our partners for support. And I think that if we ask for it, that we can get it and I see it as a threat right now, because if we are not at the table, we are not getting anything.

RS: Mr. Collins?

BC: Yes, sir?

RS: Can I just really quickly add one thing to the opportunities list? There has been so much discussion about how we want to positively impact how we live and the way we treat this place where we live. I think a tremendous opportunity is the process that is already underway that we are going to be taking up in even more substantive manner in the coming year, which is the Comprehensive Land Use Plan revision, the Pima Prospers revision.

BC: Absolutely.

RS: Great opportunity.

BC: It is already done. We are capturing it.

RS: Thank you.

BC: In the spirit of revisiting and expansion of the items that have been listed, is there anyone that would like to go back to strengths and elaborate or add any items or strengths? Or request clarification? So, my mother that was in education always taught us, and everybody has heard this statement, there is no such thing as a dumb question. So, if there is a desire for clarification of a statement your colleague has placed on here, let us probe into that clarification and ask that question right now. Okay so no takers. How about? Was that a hand here? This is almost like an auction. If you move your hand Supervisor Heinz, I am thinking you are asking a question. Okay so we are going to move on, no questions on the strengths. What about weaknesses? Did we capture all of them? Is there a need for clarification? One of the most brilliant minds of the century from my perspective, she worked as the executive director of the Housing Authority, and when we have meetings, she would often state or ask the question, what does that mean? Because sometimes in

our communication we use terms of art and so to make sure we all have the same understanding of what was being said or asked, where they were to stop and say, okay, what does that mean? And I use the term, due diligence. "You are not an Attorney, Bruce.", I said I practice at staff meetings, but she said, "You cannot use that term. You are not an attorney, that is a legal term." So do we have any terms of art here that our colleagues would like to expand on or request clarification? I see everybody is being real still. Yes, sir? Come on.

AC: Director, I think on the breadth side, we have got a bill from the federal government that has yet to be paid for performing core services at a time of tremendous need, and County taxpayers will be on the hook. We do not see some progress on that. That is a big amount if we do not receive the full reimbursement for asylum seekers. And related to that, I also am deeply concerned that cuts to Medicaid and SNAP will have a trickle-down effect on public health. And I think that this is especially going to impact well, of course, it is going to impact people with very little, but also our refugee community. And I do not think we have talked about our refugees and asylum seekers, and they really are going to need our intervention and support because they have got a big zero sitting next to their spreadsheets from investment from our federal partners and the District 5 office has always given voice to the voiceless and we need to we need to include them and not forget about them. And I had one more thought and I cannot remember it. So, I will take a pause.

BC: Thank you for that addition. The first part of that, was it a question regarding the status of the unpaid where we did not get reimbursed? Was that a question you would like to ask the County leadership?

AC: No.

BC: No thank you. So, opportunities are there any questions you would like to make any amendments or do we need clarification on anything that has been placed here?

[no response]

BC: Okay. How about threats? We can never have enough threats because sometimes as an organization and individual we have blind spots sometimes. So, we have to make sure that our perspective is broad enough that if I have a blind spot that my peers feel comfortable enough to tell me there is a blind spot, do we have any blind spots as an organization when it comes to threats? Are we the County of choice? Are we the employer of choice? Are we business friendly? You know, we hear that you go anywhere in the country. There is a different way that cities, counties and states are advertising that we are business friendly. Oh, not really, but if it is livestock, are we business friendly? So, will perspective companies choose to relocate in Pima County, City of Tucson, as opposed to going in other parts of the state? Do we have any blind spots? So, it is just a question, not a statement, but I want us to explore that. Do we have any blind spots? And it is okay if we do, because if we do, we can fix it. There is a statement, we measure what is important to us, we fix what we know. I have a statement that I used in my department. If we

are doing it wrong and we find out, we fix it. We are not going to worry about how we got there. We are going to analyze it, but then we are going to put the steps in to fix it, to mitigate it happen again. So on this slide, I am not trying to force the Board or encourage support to be negative, but I want to make sure we address the blind spots. So, in this afternoon when we identify the priorities that we get consensus on, we have addressed the blind spots. Hearing no blind spots? Going once? Yes, sir. There we go.

AC: When I was in Boston for a year, I was so impressed with the city's ability to build up. It has a very dense environment, and I am just wondering what our commitment can be as a jurisdiction to work with all of our towns and cities, to be able to figure out how they will be an essential part to increasing housing supply. I think right now we have got a model that is very Arizona, very Tucson, where we have got single family residences and we have got, we build out, not up. In District 5, given the overlap with City of Tucson, a lot of times, our County's commitment to be fully engaged on these efforts, I think sometimes really just is a decision made and deferred rather to our City partners and I think that in all the conversations happening on housing, I just think that we have got to incentivize and encourage smart growth. And I believe that a little bit more density is going to help us.

BC: Supervisor Scott, I am sorry, I am smiling because I want to have an offline conversation with Supervisor Cano, having spent 12 years at a housing authority that established national policy. But please, sir.

RS: So, this is an issue that I certainly thought about, talked about, worked on for a long time when I was a K-12 educator. But I am wondering what impact we can have as a County working with all of our partners in helping to engage adolescents more in our community. It is in that stage of life that we either catch kids or lose kids, and we spend a lot of time thinking about the needs of very young kids and the needs of our high school and college students, and we forget about our kids in middle school. And that is often where, as I said, we catch them or lose them. So, I am wondering what we can do as a County to lead a dialog within our entire community about what we can do more to focus on the needs of our adolescents.

BC: That is great, and that ties in to what Supervisor Allen had mentioned about our jail and detention center. If we catch them before, we do not have to build and expand those facilities. So, there is a connection and threat of everything that is being said today, and I just want to highlight that connection. Supervisor Cano?

AC: Thank you, Chair Scott, for mentioning that. I am so proud of our youth center in District 5, our youth employment center that just opened up. I think I am getting the term wrong, but I recently saw a social media post of a long line outside the door for a resource fair for kids. And that tells me two things, one, they should not be in the sun and but observation, not a criticism. I also think that it tells us that our youth not only are looking for jobs, but they are dreaming big as well and so I appreciate you mentioning youth, and I am so proud of our Community and Workforce Development team for hosting several events and now being right next to a transit

center that is super important as well, where people, I am sure that has contributed to the long lines. The second chances event for formerly incarcerated folks that participates in is partnership with lots of community folks. Same thing, lots of people looking for jobs and I think we also have to be asking ourselves as an employer of choice, what criteria can we ensure that our hiring practices? Basically, what I am trying to say is, are our hiring practices currently not supporting the very people we are trying to help, right? If we do not have a direct pipeline for formerly incarcerated folks or kids, we are not doing our job but I do know that we are doing our best right now, and I am very encouraged by these efforts.

BC: Supervisor Allen?

JA: One thing, and this is articulated, I think, in different ways around needing have alignment with the private sector. And some comments around kind of growth and economic growth but I just want to name because we have been amidst a community turmoil around data centers. And we had one that was on the table and my understanding is that there are others in the queue here, and then around our region, as much as they are around the state. And so in my mind, it begs the question around having some understanding of what does growth look like for us? And is it just growth or are we managing growth? Are we just trying to open the door for any and all growth? And what does it look like here? What are the values that need to be tied to growth and economic development here? What are the parameters, priorities, the bumpers? Being really clear about what kind of community we want to have and what and how growth is a piece of that, and what it does for our people and our environment. So just wanted to make sure to state it clearly because it is just going to keep on coming.

BC: So, as we bring this question to a conclusion, I appreciate everyone reaching in and identifying blind spots and adding some additional items and the clarity in which they were identified. Really appreciate that, because there were great points that were brought up, and I look forward to this afternoon's discussion where we peel the onion skin back a little bit further and actually dig into those so that we can establish the proper priorities that this Board wants. Nancy and I have been very intentional about not overusing the word alignment, but since Supervisor Allen just said it, I want to speak about alignment. These goals, we are trying to align the goals and visions and priorities of the Board. Once we have those and committed to, then every action we will take to implement this will be in alignment with what the Board has established. So, alignment is very important and again, I will use my mother and Steve, Mr. Holmes, will appreciate this. Repetition is a teacher's best friend, so the more we can say it, the more we can learn. So it is the teacher's best friend is repetition, so alignment, we are not just saying it. And I apologize that I have been intentional about myself because sometimes it is overused, but it is about alignment. So, as we pivot to this afternoon session, we are going to speak about these other priorities. Now, once we receive that and we have a consensus, now, I want to separate consensus from commitment. The consensus process we are going through this afternoon, we are just saying these are real goals. These are the goals that we are going to consider. We are going to have consensus from the

Board that, yes, this should be a goal and the commitment, that is when it is going to come back as an action for you all to identify what is your one, two and three and vote upon it. That is not going to happen today, that is going to come back to you later on. So, consensus that, yes, these are goals. Staff is going to do some work and bring back. Here is what it is going to cost and the resources to accomplish this. We have a very condensed strategic planning meeting. In other cases, it may be a day two or three. So for the time we have, that is the takeaway. Then we are going to provide the resources to that analysis to come back and say this is what it is going to take for the organization to be in alignment. Some things will be year two and three, and up to be placed in a parking lot. But our job is to gather this information, inform you what it will take to make sure the organization is in alignment. So that is what we are going to do later this afternoon.

AC: Director, I know that this is not obvious, but there, it is okay for us to have differing opinions about how we get there and that comes from the administration side, it comes from the Board exercising its authority as well and I am excited to dream big.

BC: Thank you and I am sure all of your colleagues, because we have had the high-speed rail. And remember what would you want to attempt if you thought we could not fail. When we look at our current state and future. And just a small quote from the Amazon, he said, "If we are only figuring out today's problem five years from now, we are already behind." When we leave this exercise today, or in the future, we should be solving challenges in five years from now. That is what this SWOT exercise will help us get to. Yes, sir?

AC: I do have a question for Administrator Leshner. The strategic planning documents that are so comprehensive and very helpful. I learned a lot. How is today's conversation going to inform this document? Because this is very much internal County departments and operations and so when we talk about alignment, where would you like to go with today?

JL: I am just going to actually, Supervisor Cano ask Nancy and Bruce to talk about that, because this has been, as you point out, we have been doing it internally for like a year and it is sort of now it is bubbling up some of the administration organizational piece to be informed by what you are doing today and braid together that report. But what are the specifics of the time in that process, Nancy?

NC: That is a great question, thank you very much. So, we have been intentional to create what we are calling this framework of the strategic plan. It is very operational and it does speak to the depth and breadth of services that Pima County currently provides or may provide in the future. You know, it has a home for a variety of different things that we are already doing. We see this as a way to help increase that communication of what we do. One of those things, I think this can be a carrier for that, but we would like to have your priorities overlay this. So, we are looking at this as an operational starting point so that we can begin looking at yearly action plans that fit within that framework that are geared toward Board priorities. So that we are thinking in multiple years and not just one year, but that we build our budget

in such a way that it is using those envisioned metrics. It is using things that we are hearing today and then through County Administration, our directors, all those people that you have complimented who are awesome to work with, they get that north star from you. They have that, where I sit in the organization and between those two things have a better understanding of what their job is and how to do it. Does that help?

AC: It does. Thank you, Ms. Cole and Director Collins and Administrator Leshner. My only review of this that I would like to have some more finessing is related to the key performance indicators and the data, especially within our departments. I mean, how are we improving quality of life? How are we increasing policy protections for high value land resources? This document is incredible, A+ and it will be A++ with key performance indicators.

BC: So, thank you for that feedback. One of the items that we have indicated earlier is that we need to look at, for these key performance indicators, what is the appropriate metrics that we should be measuring. So that is information that we will be working on as an operational item in conjunction with the Board, because we want to make sure that we are giving the Board the information so you can go to your constituents and tell them, in regard to infrastructure, here is what we have completed. Here is what is remaining. In regard to the Prosperity Initiative, here is what we have done, here is what is remaining so that you have the data to speak to your constituents by your individual districts and as the Board. So, there is an echo chamber with the Board regarding data and how it is being used, because in the echo chamber it multiplies the more times it is said. So, everyone will have the information, and we will be a data driven organization that you will be proud of and is a quog. I am going to use some Barrie terminology. We have to define what is 'X' and how are we measuring it and defining so that when we get there, we know we are there. Are we good with service level? So, when it comes to data, we need to measure the things that are important to the Board and the community and that is our commitment. We are going to close out this session, we are going to have lunch, and I believe, do we go into, do we close the meeting for lunch?

SB: No, we can grab it and then come back.

BC: Okay.

RS: I think we need to call a brief recess so that everyone can get their food and then come back for the working lunch part of the agenda. So, I will recess the meeting.

BC: Thank you sir.

RS: Thank you.

[Brief Recess]

RS: Thank you for the thumbs up. We are back and we are on Item No. 9 on our agenda. No, I am sorry, Item No. 10 on our agenda which has three parts, discussion of Board meetings, schedules and formats. And then we are going to get a presentation from County Administration on Downtown Space Plan and how we are arranging Board offices. Wanted to begin by talking about Board meeting schedule, because one of the discussions that has been had in between individual Supervisors, pretty much since this Board was seated is whether or not we want to start working in study sessions and having at least one per month on top of our two regular meetings. And we have approved the regular meeting schedule for the... We are approved up until what point, Ms. Manriquez?

MM: We are approved up until June of 2026.

RS: Okay, so we have our regular meetings. That is what I thought but I just needed you to confirm that for me. We are confirmed up until June 2026 as far as our regular meeting schedule, but we can definitely begin as, if the board would like to go in that direction with study sessions at least once a month. So, I just wanted to open up discussion about that and anything else related to the Board meeting schedule.

MH: So just how would those work? How long are they, what times of the day? Or that is just kind of what we are talking about?

RS: Yes.

MH: Oh okay. Well, I am open to study sessions, that is fine. As long as it will shorten the meetings because for my own sanity and my three other jobs and for everyone in this community who works, which is basically everybody, I think we have to looking at just more broadly, the schedule. 9:00 a.m. makes no sense, people have to take off work to come and do stuff and we hear that almost every meeting. Someone will say that at call to the audience, or at some other point they will refer to the fact that they have been waiting all day, or they have to just take an entire day off of whatever it is they are doing to if they have business for the Board. And that is not great in terms of constituent services, and we do not have to do that. The City council meets at what, 5:00 p.m. We could do Wednesdays at 5:00 p.m., we could do Thursdays in the afternoon. We could move our meetings to a different time because we have just sort of been doing what we have been told since we all got here. And we are all new within five years, the only person that has more seniority is not here. So, and we can totally tell them when we change the meeting schedule, that is fine. So, but I strongly recommend that we discuss moving our actual meetings as well as feathering in maybe a monthly study session at some point as well.

MM: Excuse me, Chair Scott.

RS: Yes.

MM: We need to stop the discussion because IT needs to restart the stream on YouTube. So, if we can stop for a minute?

RS: Okay.

MM: Thank you.

RS: And then you will let me know when we are ready to get back going?

MM: Yes.

RS: Alright.

MM: Thank you.

MH: [Inaudible]

RS: I do not think so.

[YouTube stream restarted]

RS: Alright, so just to clarify, Supervisor Heinz, were you talking about moving our regular meetings to afternoon start times?

MH: Yes, I was talking about revising our regular meeting schedule to potentially a different day, definitely a different time and also adding in study sessions, if that is the will of the Board.

RS: Okay, any other input as far as this goes? Go ahead, Supervisor Allen?

JA: Well, as far as study sessions go, I love the idea. I think it would be great to have a space where we can take some of the presentations that are currently on the existing agenda format, move them to the study session so that we have an opportunity to have more engaging, in-depth conversations around the climate plan, around the work around homelessness. Also as being a space where some of the more substantive policy proposals that we have before us, that we put on the agenda to go to study sessions first, so that, again, we have got a space to have a dialog around it under those questions and dig a little bit deeper before we are asked to vote on things. I think it would be great because of the trying to have that be a space that there is a deeper amount of conversation, deliberation that those happen in the evenings. I do not have a strong preference as to what day, but I think it makes sense to move those to an evening so that we are creating space for folks of the public to come in.

RS: So, your suggestion would be, Supervisor Allen, to keep regular meetings at their current time and date but if we adopted study sessions for that to be an afternoon event?

JA: [Affirmative head nod]

RS: Okay, Supervisor Cano?

AC: Definitely in favor of study sessions. Timing, I am not sure what our preference would be, so I think I would just want to see a plan from administration on what that could look like, what kind of cost would be associated with the changes. I have been at the County for 15 plus years in my head, and I feel like I do like the 9:00 a.m. personally for the regular meetings. So, it is going to take a lot for me to deviate from that, but I am open to it if it works or perhaps we hear it so that one meeting is the current structure and the other meeting is perhaps more conducive to working with people. But it truly is one of those things where I am open to ideas and feedback. And of course, the effort always makes what can we do to increase our commitment to transparency and doing the people's business at a time that makes sense for them?

RS: And so I am wondering, Administrator Leshner, in terms of staff commitment, if we were to go to either, two afternoon meetings, as Supervisor Heinz is talking about, or one morning meeting, one afternoon meeting as has been suggested here, and then afternoon study session. What is the staff impact, in terms of how people would arrange their hours? I mean, I realize that we are talking about people who are both salaried and hourly when we are talking about attendance at Board meetings.

JL: Chair Scott, it would vary by department, and we can come back and give you that information. Sorry, it would vary by department. For most of us, it does not matter. We can come, we will happily attend a Board meeting at any time. I think with the Clerks shop, I do not, I think we need to understand the impact on her staff, and we can chat with IT, Communications and just from the different partners. I think for some of our folks, it is just realigning work schedules and seeing what people can come and serve. If you are talking about keeping the two meetings and maybe adding the study session as a once a month option in the evening, you know, what we can do is get back with you and see what it would take to ramp up into these. Maybe starting with one study session is an easier way to get going, see how it works, see what the staff impact is, and expand. But we are happy, I will work with the Clerk and our other departments and give you a full idea of that, but we can accommodate whatever you all determine the best schedule.

[Supervisor Cano raised his hand]

RS: Please?

AC: I have also noticed that our Board packets are large because we are not placing items on Consent and so I fully support the Administrator doing everything in her power to put things on Consent. I recognize it has been a pattern sometimes of pulling items from Consent, but perhaps has led to, you know, a very comprehensive agenda. It is my opinion that if there are Board policies or served

thresholds, contracts that truly need to be on the regular agenda, I get that. But I would be more than happy to green light a criteria for what would be on Consent. If it is Board policy that is needed to say if it is a Procurement contract over a million, perhaps we should be looking at it. Anything below that? Perhaps not. Right? I mean, but just some word vomit.

JL: [Inaudible]

RS: Please go ahead.

JL: Thank you. Chair Scott, members of the Board. I think historically what we looked at was simply, contracts went on the Consent Agenda, but I know that the Clerk can speak to this much more. They became; there was no threshold. So just any contract really was on Consent or most of them and that became a concern, because when you are dealing with multimillion dollar contracts that might be controversial. So, it became rather than all in or all out, is hopefully working through that.

MM: Chair Scott, Board members. We used to put all contracts, awards and grants on the Consent Calendar and a few years ago, I believe there was Board discussion to move those onto the regular agenda and that is what we did.

RS: And I recall that conversation, Ms. Manriquez and Ms. Leshner and my colleagues, because that was right around the time, Supervisor Heinz, that we were taking office. And I think the reason that that happened is because there were so many requests to pull items off of the Consent agenda. But I also know that just in the brief time that I have been your Chair, that I look for a lot of opportunities to bundle non-controversial items, and I am wondering if a lot of those items would not logically be on a Consent agenda because if we are willing to consider them in a bundle, then they are obviously not too controversial. So, I am wondering if there is not a way to go back to Supervisor Cano's original point to look at how we could have more items on Consent while considering Board member desire and public desire to consider substantial items individually. There has got to be a fine line. Go ahead Supervisor, and then Supervisor Allen.

AC: So, I am just laughing at myself because I would criticize a lot of people who spent time in Phoenix, and their first statement would be, "When I was at the legislature..." When I was at the legislature, we had the ability to pull items off Consent a few days before they hit the floor and so perhaps a reform that we can make if there is consensus on the Board is like the Monday prior to the meeting, by noon, or something, you request the items that you want to be pulled. That way it helps us know what to expect and assume accountability on us. I do not want to go back to those painful days of, well, not Item No. 47, but yes, 48 and it becomes so we could streamline this by putting the emphasis on us to request one item should be pulled.

RS: And that be done sometime before the actual meeting date?

AC: Yeah, and you alert the way we did it is, you alert the alert the Clerk and everybody gets notice of the items that is going to be pulled from Consent. Does that make sense?

RS: It does. I think Supervisor Allen had her hand up and then I will go to Supervisor Heinz.

JA: So, a related suggestion that I would ask the Administrator to kind of come back to a proposal for is to formalize the agenda committee so that there is a body, and respecting Open Meeting Law, that we have representation around the table from all of our offices as the agenda gets set and that could be a time in space in which offices can say, we do not want that on Consent, that is not going to fly, we should put that on the main agenda. It would also give us a sense to, and this is something that I had wanted to have a better grasp of, is just the cadence of meetings. What is coming up so that we can be thinking a little bit more, we are not scurrying as agendas come out and realizing what is on it and what is not on it, just so we can have the long view, as well as a little bit more engagement around the short view of what is specifically on the agenda at that time and weigh in. So, the idea would be that there is office representation, all five offices represented on the committee. And folks are bringing to the table agenda items from each of our offices and there is a conversation about what makes sense to put on the next agenda or maybe it makes more sense to bundle it with something else on the agenda after that. But there is just a conversation around it, and you have got the long-term view.

MH: And I would echo that. A lot of the reason, I think that it was under Chair Grijalva, I believe that we made the change because we had much of it was from, in terms of pulling from Consent, it was District 4 interested in just voting no on something, not necessarily even talking about it. So, like if we, as Supervisor Allen said, if we have actually both of those plans work, we could do all of it. But just make sure that every district office has someone around the table during the agenda setting meeting, say, yeah, that should be fine, so that we do not end up with like 20 things being pulled from Consent, that should help a lot, and in terms of other things, especially if we are not going to move the start time to 4:00 or 5:00 p.m. Which I think we really should do for our people, then we need to start at 8:00 a.m. or something. We need to just there is got to be a way that we can [inaudible]...

JA: Sorry.

MH: Okay.

JA: So [inaudible] do not mean to interrupt.

MH: I mean, I cannot, I do not like mornings, but I mean, I am awake. I am doing stuff with my patients in the hospital fine so if we can maybe start earlier and let us prioritize the people that have to show up for hearings, even those annoying firework permits and whatever liquor licenses, rezoning, hearings, all that stuff should be first. And I do not mean, okay, maybe the pledge, but everything else.

The dogs are cute, but come on people, we do not need the dog thing, okay, we can keep the dogs, but not cats. So, it just needs to make more sense and we need to be responding to the people that we work for. We have 200 plus thousand bosses and the vast majority of them cannot very easily or consistently come and talk to us when we meet and that just seems so fundamentally unfair to them. So, I know I started out without me, which is not probably what I should have said, but I am trying to also speak on behalf of most County residents who really, truly cannot get to 9:00 meetings and wait 4.5 hours to find out if they can open their bottle shop or whatever. It just seems like we could redo this. And what I am hearing is since the majority of folks are salaried, it is not so much a massive expense to shift the time. It just means the next day there is going to be some folks coming in late just to make sure to offset things. That is fine but yeah, so however we do this, like if at the very least if we do not move this to like a 4 or 5:00 p.m. start, which, by the way, would encourage us not to be going for seven hours, I would think, like make sure these hearings are first, just so they do not have to sit around forever.

RS: And I generally do. I will check with people in the audience and if they are here for the hearing, or sometimes they talk with staff in the back that they are here for something. And we do try and make those adjustments. So, I am hearing that we would like a recommendation on several options. I am definitely hearing that if we work in study sessions that we want that to be in the afternoon. I am definitely hearing that but I am also hearing that looking at either a continuation of the morning meetings or a hybrid approach where you have one morning meeting, one afternoon meeting, is something to look at. And if we cannot do that, looking at an earlier start, although I heard an uncomfortable cough about that. But the other thing that there is some other things where we need some recommendations and more opportunities for structured discussion. One would be the format or structure for study sessions. I agree with Supervisor Allen that some of our more substantive presentations, especially where we want to have dialog between Board members and involving staff members as well, should be at should be at a study session rather than in a regular meeting. But beyond that, I am not sure what else we would include in a study session. So maybe looking at the study session format that they use in the City and Supervisor Cano worked in the City before he was appointed as a Supervisor. Supervisor. Allen has a family member who was a longtime city employee. They might be able to offer some input as far as that goes. Who am I leaving out? Thank you. That was a question I had for Mr. Brown as our parliamentarian and being cognizant of open meeting law, I have no objections whatsoever, in fact, I think it would be helpful in terms of Board consensus to having a broad-based agenda committee. I just want to know how we can do that while still being mindful of Open Meeting Law considerations.

SB: Thank you, Chair Scott and Board members. I think as long as our office is there to officiate and the conversation is process and not substance, I think we are okay.

RS: Perfect.

SB: I would be concerned if our office was not there and the Clerk is there, obviously, but someone was there to keep an eye on the discussion to make sure that we are not trending into OML violation territory.

RS: Okay. Is that something else that we could get recommendation on? Supervisor Cano, I think you wanted to say something. I am sorry.

AC: I thought I was just mentioning the Consent reforms as well.

RS: Oh, thank you.

AC: Pulling the items in advance.

RS: Thank you. Yeah, that was another. Absolutely.

AC: Chair Scott we also talked about proclamations.

RS: Yeah.

AC: I love proclamations, they bring the community to our meeting space. So, I am reluctant to limit them. Perhaps we start to have an understanding that like we got one speaker right per proclamation, instead of having three, four, five. That is an important discussion, it is whatever we want. Ways to also continue to, because that is the only structure right now with the Clerk and the Chairman, the Chair signing these proclamations too. I just wonder, you know, what kind of capacity if we were to create the same proclamation signed by the individual Supervisors, instead of having to put it on an agenda and come to us and being passed before that. And I know there is a cost to all of it, but I would, since that is my only option right now, other than printing a certificate of recognition, I just feel like I would also be able to be more strategic about whether it is a Board proclamation or a District 5 proclamation. If that makes sense.

RS: Thank you.

[Supervisor Heinz raised his hand]

RS: Please.

MH: Those could also those all be on Consent, right? I mean, but then it is the presentation part that you are talking about, right? Okay.

AC: Well I am kind of talking presentation Chair Scott because that eats into our meeting time. But I am also just talking about when those proclamations are on the agenda because they have been requested by an entity. And so if there is an option "B" for us to just do that as an individual district office and still have the formality and the seal, I just think we could probably do it right now, we probably have not asked, right? And it would be a change in preference.

JA: Just to clarify. So, we could then take the proclamations to the organizations and present it at their own venue, rather than needing to have folks come to our meeting and formalize it there?

AC: [Affirmative head nod]

RS: Sometimes they come to us and the reason a lot of those are introduced by District 1 is because they are coming to us as the Board, and we are introducing it as the Chair and they do want it presented at a public meeting.

MM: Chair Scott, Board members, just to keep in mind, so proclamations are on the agenda, they are approved by the Board and per the Board's rules and regulations, the Chair signs all documents that are approved and adopted by the Board. That is why he, as the Chair, signs those proclamations.

RS: But what I am hearing Supervisor Cano say, is if it is something that comes from an individual district, does not come to the County, but it comes to an individual district, you are wondering if there is a way that that can be handled by the individual Supervisor.

AC: Yes, Chair Scott, and it is not meant to replace the proclamation process and what we have here. It is just an added tool that because I think if we know we have that option, perhaps we would not place something on the agenda, we do it on our own. And not have it take up 5 or 6 minutes at a Board meeting but I think we are getting in the weeds now and probably, yeah.

RS: Alright.

AC: This is why our meetings are seven hours.

JA: If I could set one piece to it and I was thinking about this in terms of the scheduling and what time we start and whether it is the morning or the evening. I mean, there is also just the other layer that a lot of our constituents have to drive 2.5 hours just to get to the Board meeting, whether that starts at 900 a.m. or whether it ends at 8:00 p.m. The travel time is also significant. I actually like the idea of being able to take a proclamation to Arivaca, to Amado, to Ajo, to Three Points where the community is, and actually being able to present and recognize fully, folks, there where they are when they can gather because getting folks to Tucson and our chambers at any time is going to be challenging.

RS: Yeah, fair point, definitely. Especially, representing a district the size of a New England State, as you do.

JA: Okay, exactly.

RS: Anything else with regard to Board meeting schedule and agenda format? We are kind of discussing those two items together. Something you wanted to say, Ms. Manriquez? Sorry. Go ahead.

JL: [Inaudible]

RS: Go ahead, Supervisor Heinz?

MH: Well, while the staff is doing scenarios, I think I kind of like the option of people who need a hearing for some reason, being able to say, do you want a morning or an afternoon hearing? But what I would really prefer is just afternoon hearing. So, could you do like in case that sort of going back and forth thing just makes our heads explode, could you do the keep it in the morning, all in the afternoon as well as the hybrid option and kind of look at all three of those. I guess you do not have to look at the first one because we are already doing it. But yeah, that would be great.

RS: So would this come back, this would then come back to the Board as an agenda item or items that we then need to determine? And so we had the discussion and the brainstorming here but once we actually make decisions that would be at a Board meeting and then Supervisor Christy, who was not able to be with us today, is able to weigh in on those as well. Okay, alright.

AC: Chair Scott, any renovations plans for the hearing room? Maybe you can talk about it in your next update, but I am just curious, and I think that my understanding is the lanyards in front of us are security tool and I do not think that... They feel prohibited from people.

RS: I understand what you are talking about. The barriers that are up?

AC: Right.

RS: Okay.

AC: And so I just wonder what is our plan for that room? I do not think it has received a reset in years.

RS: I am wondering, thank you Supervisor Cano. I am wondering if we could have a consultation, Ms. Leshar, in between your office, the Clerk's office and Mr. Stuckey because my understanding is that some of those measures that you were just referring to, Supervisor Cano, are at the recommendation of Mr. Stuckey and his team that oversee Security.

AC: Yeah and to be clear, we have got to all be very safe Chair Scott. We have got to protect ourselves, I recognize that, but there are other ways to make things look nicer.

RS: Okay, no, point taken. And I think if the three offices, the Administrator, the Clerk and the Security team could have that discussion and make recommendations to the Board or changes that they want to suggest themselves.

MH: One other thing.

RS: Go ahead please.

MH: So, lighting is important and it sounds kind of trivial, but like I think better, more adequate multi-angle front lighting for the people presenting because when, especially, for those who are tuning in, they look very dark and ominous and hard to see and I just think with we can revise the lighting a little bit, I do not mean so much for the Supervisors, but the folks who are coming up and stepping in.

RS: During, someone in call to the public.

MH: Also that, but just the person at that podium, sometimes their faces, so they need light, we have lights on us, right? I think we do anyway if we should, if we do not we should. But they actually, there needs to be light kind of that way as well toward them so that we can actually see them so people remotely can see them and so that they do not look scary, because they look very dark and it is kind of hard to tell.

RS: So you are talking about what you have been hearing from people who are watching the meetings in terms of how those?

MH: And watching them myself.

RS: I got it.

MH: Yeah. This is a very minor tweak, but since we are talking about the board room.

RS: Oh thank you very much. Anything else under those first two items? Nope. Alright. Well then I think we are going to turn it over to you, Ms. Leshner, for Item No. 3, Downtown Space Plan and Board Offices. Alright.

CD: Thank you, Board members, thank you Jan, appreciate this opportunity to listen in and participate today. So I wanted to talk about space planning, particularly in the downtown area, and so as you have been going through your discussion today, identifying priorities, I think many of the ones that you have touched on relate to this topic of our downtown space and how we utilize it and occupy it. So budget was made mention of and so there is an operating cost to the buildings that we occupy. Many of them are aged buildings in the downtown area. We have got 14 buildings that we either own or lease and occupy in the downtown area. So those older buildings have deferred maintenance needs and that is costly. So budget is definitely an aspect related to this topic. You touched on climate, absolutely as we are occupying buildings, we are running heating and cooling. We are doing it in buildings that have outdated windows systems and ventilation and circulation

systems. There is a cost to us to doing that. And so we are mindful of the opportunity here to maybe bring our costs down while reducing the consumption of energy in our buildings, both power and water in our building uses. And then employee retention was an item that you touched on and said as a priority of yours. And so you have been through these offices, you have seen the layout of them, you have seen the finishes in those offices. They are not modern, to put it lightly, and so we have an opportunity there. So our Project Design and Construction team, along with our Facilities Management Department, have been working on a concept that has been labeled the Three R's. And if any of you know Steve Sullivan, the architect, I think many of you have worked with him. He is from Boston, he has an accent. He calls it the Three R's plans. So this is what we are here to talk with you about this morning and get this afternoon and get some direction back from you. So those Three R's are really built around the idea of rightsizing the footprint that we occupy, and then refreshing the building interiors and the exteriors were necessary and revitalizing the building. So the right sizing is looking at can we make more efficient use of the square footage that we occupy? And in doing so, the team has preliminarily identified that over a period from 2025 to 2031, we could potentially move out of building space 2 or 3 of the buildings in the downtown area that the County currently occupies, and so doing that would have the opportunity for us to market those and generate revenue if they were sold and put back into private use and generating tax revenue that can also come back into the coffers of Pima County. The benefits of it is the refresh rate you are using, the dollars that you are investing better, rather than putting dollars into older buildings that have a need for building system replacement. So think about heating and cooling systems, elevator systems, just the lighting infrastructure that is in the building, plumbing, electrical infrastructure. We would be investing in buildings that are newer buildings to go ahead and develop the footprint in a way that is more efficient, so that we would have better circulation, better flow, bringing natural light into the building so that more individuals are able to benefit from that. The model that we have used in 130 West Congress is a great example of that. Folks have moved back into that building, the model on that floor is taking the walled office spaces and moving them to the interior of the floor plate, and then having your workstation layout around the exterior so that anyone who stands up can see out the window that natural light comes in and filters throughout. So the idea is that we would develop a plan, a schedule for how we would move departments through a renovation process where we would vacate floors. There is a couple of vacant floors that are in the buildings that we occupy downtown. We would build out those vacant floors and then we would move individuals back. So through a series of identified and sequenced moves, we would get through the redesign, redevelopment and deployment of brand new spaces across all of the buildings that we would continue to occupy. There is an expense to that obviously, when we talk about budget, our estimate is about \$2 to \$3 million per floor to go ahead and do those renovations with a time frame of usually a year for design and a year for construction. We can double up how many of those building floors that we do at a time. So, for example, in the capital improvement budget that you have approved for this current fiscal year, there are dollars programmed to build out the 10th and 11th floors at 130 West Congress. We have two floors in the Public Works building that are included in there

for build out, and we have programmed dollars for a conference center on the 1st floor of 32 North Stone. So the building that you all are in that vacant first floor, the idea is to meet the conferencing needs of the County departments that are in the downtown area. Potentially other departments could come in and use that, and we can make it available to the public for meetings and other public events if that was the desire of the Board. So what we would like to hear from you today is, does this sound like a program that you would like to see us advance and bring to you in more detail? So there has been some discussion about the 10th and the 11th floors amongst your Chiefs of Staff, about the Board of Supervisors returning over and occupying the 11th floor, and County Administration coming in and occupying the 10th floor. So, hearing some feedback from you today would be helpful in defining what that plan overall looks like, and putting some dollars to it in a time frame that we can share with you and say, this is what it would look like in its entirety. So happy to answer any questions or just listen to the conversation however you would like to proceed.

RS: Board members, any questions or comments for Mr. DeBonis? Supervisor Allen, go ahead please.

JA: Are we, in terms of thinking about the renovations of buildings, are we looking at the ability to achieve any LEED designation for the Energy Efficiency Environmental Design standards? Are we able to hit any of those levels?

CD: Yes Supervisor Allen, so those are standards that we build to often times we do not go through the process of certifying to receive that designation, that certified LEED designation. But all of our projects are geared towards achieving those LEED standards at some level. Right. There is various levels of LEED standards, but that is on the minds of our team as they define the design, the space. We want them to operate as efficiently as possible going to that point about, we then pay for heating and cooling and other costs associated with operating the buildings.

RS: Does anybody else? Go ahead Supervisor Cano.

AC: Thank you. Chair Scott and Mr. DeBonis, I am looking forward to learning more about the plan. I feel like you are all headed in the right direction, looking at our assets in the downtown area and all of our inventory to figure out how we can reduce costs. I think that my only ask is that we really be strategic about who we are handing off those properties to, because I think there is an opportunity for us to really be good community stewards and perhaps look at what those renovations could look like, or housing or places of significant cultural history and lots of folks wanting to replicate what is in this beautiful courthouse here that we have created. So that is my only input, but I do agree that we need to, we need to look at all options. I do not think it is related, but it is downtown. With us going to a new building across the street, the library and being at Wells Fargo, I think we have already talked about how we should really be looking for a retail opportunity as well, something to allow us to get some coffee or lunch, beverages in that area help boost the tax base a bit. And I think that is really exciting. I also believe that one

thing that we could look at is providing a site not that we run, but that we host essentially as a facility for our County employees to make it a little bit easier too and I think the library is a prime location for something like that. So I am dreaming big with you. And I also have had very, very initial conversations with city leaders about what the old library can look like. I think it is too costly to any kind of renovation into it. Part of the reason why we are going across the street and so that entire parcel then, which is city owned, becomes a discussion that I think we really ought to have about how we can work together. I dream of a central park-like environment that allows outdoor venue space and allows us to have mixed use housing and commercial, and I just think it is such a beautiful opportunity for us to bring more folks downtown. And obviously District 5 wants to be a part of those discussions. And there is I think, a tentative green light from the folks I have talked to. And I can tell you who I have talked to about engaging in that offline. Excited about the board offices and us all being in the same space and being with the County Administrator next door, as well. That is my only input for now.

RS: Thank you. Go ahead Supervisor.

MH: This is kind of on the last thing, I just realized that afternoon meetings on Tuesdays would conflict with the City Council meetings, largely so then no, that was not me saying, forget my idea. I am just saying let us do it Wednesday. Like it is please, but or Monday night, it is fine. If we did it on Mondays and it would not have to be that shift every time the August rolls around, right? We would not have to bounce the meeting to Monday and anyway. Okay, sorry.

RS: Thanks Supervisor. Question for you, Mr. DeBonis. You mentioned that this was a plan that would span between this year and 2031. Does that mean that it would take until 2031 for us to have those three buildings to potentially put back into the private sector and on the tax rolls?

CD: So thank you, Supervisor Scott. The team is looking at how to phase this in.

RS: Okay.

CD: And so they have a preliminary plan on how the moves would unfold. And one of the objectives is to bring as soon as possible the ability to go ahead and make vacant buildings available to market. And I appreciate, Supervisor Cano, your comments about being mindful on it. And so any sale of County buildings would be brought in front of the Board of Supervisors. You would receive a purchase sale agreement and you would have input on that. And we can certainly talk about as we are approaching the time frame when we think buildings will be available to sell, having some process for gathering up your input, or if it is public input that you desire, we can certainly do that. But one of the objectives is to try and phase it in a way that brings vacant buildings available as soon as possible.

RS: Got it.

CD: It is going to be the latter portion of that window that I talked about, but we are still refining that.

RS: Okay and then in terms of the additional details, now that it sounds like you have an interest and approval of the Board in terms of the additional details, when are we likely to get those?

CD: Supervisor Scott, I will work with the County Administrator and with our team. I think you could expect within the next couple of months. Yeah, that we would have information available to you. And so the team has been anxious to go ahead and move, particularly on 10 and 11, because if the Board and the County Administration was not going to occupy that floor, we need to identify other users there. But we think that is the best approach for that particular location. It frees up building space here. It frees up building space in 32 North Stone that factors into the plan. So we can begin to get an architect consultant on board. Start working with your respective and your respective teams to lay out a design so that piece can move forward. And then we are going to be doing design on two floors in the Public Works building and that conference center this current fiscal year. And then what we will do is work with the County Administrator, work with Finance also to slate how we would fund the entirety of this plan. I think it is important that we say we are in for all of it, that we have some certainty that we know what it is going to cost you all are comfortable with that, and give us the green light to then move through the sequence of build out, and it will bring greater clarity. As we talk about space and moving individuals around, there is great interest by employees and where they ultimately would be located. And so to that extent, we can start fashioning a way to communicate with employees, have resources available. People can go out and look and see when you know their department is slated for relocation, where that relocation will be. And then our team in Project Design and Construction and Facilities, they engage with departments around the design of the floor, so they would have involvement in that process. But to the extent that we can say, yes, this is a plan that has overall benefit and this is the cost of doing it, and we are going to go forward with it will enable us to do that in an efficient way.

RS: Go ahead. Supervisor.

AC: Thank you, Chair Scott, some very technical questions about two properties. So is it our intention where Grants and Finance used to be that is on a for sale list soon? And then can you just provide a brief update on the parcel that is north of Tucson Electric Power. We own that one, right?

CD: Yes, sir. Supervisor Cano, so 97 East Congress is where Grants was. So the Grants Management Finance was over there, that building will be one of the ones that we look to make available for sale. So in the interim phases of this project, we would be moving people from other spaces into that building so that we can build out floors. This project works most effectively if we can clear floors off, do complete renovation of a floor and then move individuals in there. So the idea is that 97 East Congress would be used as the temporary home for departments that are currently occupying

other space. But once that is clear, the cycle moves through to where that department or departments who occupy 97 East Congress go to their home, their final home, then that would be available for sale. The other one that is high on our list is 32 North Stone. I think I mixed up before the conference center is in the 1st floor of 33 North stone. I said 32 earlier. So where you are, that is the conference center, but 32 North Stone, if Laura Conover was here, she would cheer because that building is one of the oldest in our inventory. Sam knows this. That is right. So there is concern there. So 32 North Stone, 97 East Congress are two of the top priority buildings for us to divest from. 75 East Broadway that vacant lot, as you are likely aware, is under a lease option with Rio Nuevo. Rio Nuevo did a request for proposals and a proposer has been selected that is OBE Companies, who has a mixed use development proposal for that site. They have been working through their concept development and their financial pro forma. So we expect that sometime in the next upcoming months that Rio Nuevo will get a presentation on that. Our team is working with Rio Nuevo and with OBE Companies, and so before anything gets finalized on that, that would come back to the Board of Supervisors and say, here is the full content of the proposed use and then you would also be asked to go ahead and, you know, lease to Rio Nuevo during construction with the ultimate sale, then to the end user of the property.

RS: Administrator?

JL: Just to comment, as well, when we look at what properties we want, which we would like to divest ourselves, it will delineate it in the plan. But it is important for us to get an idea of we are on the same track because when we do Certificates of Participation or any of our financial work, we free up the property that we do not think we would not be owning so that it is not part of our collateral pool. And so we have been looking to what moving to take 97 Congress or 32 North stone properties such as that out of the collateral pool and moving and other opportunities. So we want to just make sure we are on the same page so when we did that. Thank you.

RS: I had a question specific to this building. If the part of the plan is for County Administration to join the Board, moving back to 130 West Congress, I think the Board and the community as a whole is going to have a lot of interest in what would be the uses for the Historic Courthouse. Is that something that you can preview at this point or is that still under discussion?

JL: Okay. If I may Chair Scott, just to chime in, one of the reasons that the County Administration Offices are here is we could not lease this space initially. There is about 4,400 square feet that were left that nobody wanted. We have reason to believe that is not the case any longer. And so part of what we have looked at is what makes sense with the other organizations within the Courthouse. We have the Mineral Museum, we have got Visit Tucson, we have Attractions and Tourism. Are there other attractions and tourism related entities? We were dealing with other park services in the past. We have heard museum was here. There are others that I think it will be interesting. Initially, we are looking at an RFP process, how do we

compliment the other users within the organization? Make sure that we remain loyal to the concept of the building.

RS: Perfect. Thank you. Anything else from Board members? Alright.

JA: Chair Scott?

RS: Oh, I am sorry.

JA: Just because I did not say it, but just to make the explicit, I think it sounds like a great idea. Reducing our footprint, consolidating, increasing efficiency. I think it is just all good news for us to be making. And then turning some buildings, putting them out on the market.

RS: Thank you.

AC: I am curious, Chair Scott, what one thing that we have always been trying to figure out is how we can support small businesses, as well, and I am just dreaming since this is a discussion, right? I love the conference idea because it sounds to me like that the conference center is going to be really important as we are reducing footprint. So they are going to need that large space, right? We also have this space that is currently really only County Administration. And so I hear you, but I am also more excited about like a collaborative workspace that will can still lead from us. Small business community. If you have ever been to these collaborative learning spaces, that is pretty much the private sector has I mean, let us dream big about how we can support key targets and areas here. If we were to have suddenly 30 offices that can be rented by small businesses and kind of support workforce and all of that, I am much more inclined to do that than to look within and say, what is more conference room spaces if we already have them? But your folks might tell us we do not have any conference space, so we will have to get there.

RS: But, you know, Supervisor Cano is reminding me of the enthusiasm that I have heard Mr. Vescovi-Chiordi express with regard to incubator spaces.

JL: Chair Scott, I was going to comment, if we met with the one building that we continue to own is the space building, the old Walgreens. So some of us and that has, I do not think, seen its highest and best use yet. And that collaborative space for small business incubators, economic development opportunities collaboratively with all of our partners. It is uniquely positioned for that. And then as we began to look at the downtown area as well as you commented in our conversations, I know the City of Tucson or it is my understanding, has identified an individual will be a point on the library, but we keep looking at the opportunity to develop a Valdez Center at Jacome Plaza at a couple of stories of buildings that may be high and multi-use, and retail and workforce housing and all of it together in a way that still keeps open space in the downtown area. So I think this incredible opportunity in front of us now, public, private, great opportunities for collaboration with our friends at the City of Tucson.

AC: Mr. Vescovi-Chiordi has better hair than I, Chair Scott. He just piles it up higher.

RS: Thank you, Mr. DeBonis. Alright. I think that takes care of Item No. 10.

RS: So now we are on Item No. 11, Board Discussion on Prioritization. I believe this is when I turn it back over to Ms. Cole and Mr. Collins.

NC: Thank you, Chair Scott. So we are going to go through. Let me just squeeze this slide one. We are going to go through and prioritize the priorities that you previously gave us. So there was some magic that happened over lunch and we have those available to go. We are going to start on that right now. I would like to point out we are a little bit later than we anticipated starting. Is there an issue with going beyond the agenda time?

AC: Chair Scott, I just have to let you know. I have to leave at 2:15 p.m.

RS: Okay, so if we could have a hard stop at 2:15 p.m., if that works with you and Mr. Collins?

NC: That does and then Administrator Lesher already pointed out some staff.

RS: And Supervisor Allen. Supervisor Heinz, is that okay with both of you? Alright.

NC: Alright. We will be as efficient as we can.

BC: Okay, so for the sake of time, this is a matrix that is borrowed from the Eisenhower matrix and strategic planning. I would not go through it for the sake of time, but in a subsequent meeting where the staff will be meeting with each supervisor, we will have some detail and walk through the application matrix so that we can give you some more detailed information. Basically, in the Reader's Digest version, we start at the bottom employee benefits and addresses resources to operational benefits and we discussed the tactics that will be used to implement all of the priorities. The public benefit so when we identify at the prioritization level, what are the priorities? We are going to address what the public benefit if we implement that priority and then the financial benefits and challenges for that item. So for the next slide, we have identified in a Reader's Digest condensed version, all of the priorities that you have identified. So now we come to this part of the exercise when we say okay for this item. Is it year one? Is it year two? And is it year three? So as we place this we are going to have some dialog about it. And you all will tell us based upon your discussions amongst yourself, what year should this be in. And this is a key part of the exercise. Now remember this is not a commitment to vote upon where it will be placed in the future. This is just a commitment that yeah, we think it should be in year one and we are going to get consensus on that. And later on we are going to come back, staff is going to do some homework because in a subsequent slide for this exercise, we are going to be speaking about the level of effort to implement this. Right now, we do not have the information to actually tell you what the level of effort

is, that will be done in the homework for the staff to bring back to this board, to provide you the information, and that will help inform your decision upon year one, year two, year three, when you actually vote for it. We do not want you to vote for it today without the level of effort that is needed to implement and accomplish that task in priority.

RS: Do you have a question?

JA: I do, thank you. So is it that we would start? So I am thinking about your 1, 2 or 3. Is that when we would start or when do we think it would end or?

BC: So this is what year you would like to start. Is this a year one priority or a year two? Because everything cannot be year one. So use RTA model to address the homelessness and affordable housing. Is that year one, two or year three?

JA: One?

BC: Now we are going to discuss this in and unfortunately we do have the hard stop, so originally you had more time allocated for it. But yes review financial policies I.E. bonds for long term funding. I know starting to look like a year one.

JA: One.

BC: Use Class/Comp for appropriate staffing levels and the right size department.

RS: I honestly think that is something that is on as the person who suggested that I think that is something that is ongoing and it would come up each year, are we able to use that as an option? I know you do not have that many placards, but.

BC: Well, in this analysis is when do we start?

RS: Alright.

BC: So now and let us use that as an example and the Prosperity Initiative, it starts in year one but that may be a 15 year initiative.

RS: Understood.

BC: Transition to priority based budgeting.

RS: I would say the same thing.

BC: Okay. Hehe is paid to aggressively reduce poverty, increase wages and generational wealth. We are running out of space in year one. Expand our environmental stewardship. Yes. Is that a question?

JA: No, it is just me continually saying one.

- BC: Recently increased employment levels and opportunities for internships. Is that a one or a two?
- JA: I think we should turn the whiteboard the other way so that we have more space for one.
- NC: Do not worry, it is still one.
- BC: Design infrastructure to support growth in Pima County within our vision.
- RS: I am finding it, and I think everybody's feeling the same way. I am finding it difficult to place anything beyond year one, not only because of the fact that these are all high priorities, but because they may take more than one year. So I am wondering if the model that we came up with is. A little constrained.
- NC: Is there potential for putting some in year two? But we are doing setup in year one, right, that the activities may be a little bit further out, but there are some activities for example the RTA model that may take, will that take legislation, would that take other things that maybe would make it difficult to do in year one? Not to start.
- RS: But it may align with the recommendations that we are going to be getting in the fall from the Regional Affordable Housing Commission.
- BC: So just to those are great observations. The question will be with staff resources, will we be able to implement in year one 20 initiatives successfully?
- RS: I think what staff would need to do is let us know what can be started right away and what needs more staff, and maybe even outside consulting input. But it seems like the discussion of everything would start in year one. That is why I am wondering if this model is again, a little constraining.
- AC: Chair Scott, I concur, and I feel like there are themes that the Board has identified to a public forum as part of this retreat. And so I do think that we should allow staff to hear what those are and then see what is in alignment with their calendar. Like, I was almost thinking if we were going to use this model, these overarching things that last in perpetuity, environmental conservation is that I was thinking of it like a bottom, a list of names or topless for names. And then once we go through all of the action items, then we can determine where we need to go. I think for, for clarity's purposes to workshop it. The shift to priority based budgeting I think we can agree that that is year one. And I think that is a huge shift that is going to take a lot of work. So and enroll officers will be knocking on our door pretty soon as a results of that. So I almost want to figure out how, what are the core themes related to that budget, that budget priorities that will funnel into it. Does that make sense?

- RS: It does. And I am without them explaining the flip side of the board, but just taking from it what I am assuming, I think what you are suggesting, Supervisor Cano, they are about to get into.
- BC: Yes. So excellent. Excellent lead. Thank you for passing the baton. So if you look at the chart, this is the chart that is on the screen. And so what you are alluding to is the impact and the level of effort. So when we speak about project based budgeting and some of the other items, we can then take these items and place them within this matrix and framework that will help guide what should we focus on first and refine the priorities. So when we look at the impact, because not everything has the same impact. Supervisor Allen mentioned earlier, how do we take all of the resources and apply it to a specific project to address that item, whether it is a community, an area, or a project, so that we can start accomplishing some items instead of spreading our resources so far that the impact is de minimis. So this is what you are alluding to is part of the matrix and it was actually step two. Are we comfortable with that? Okay, thank you. I was starting to get worried. We got 16 items. So let us pivot.
- RS: Well just to follow up on the points that Supervisor Cano was just making, it seems pretty apparent that making a shift to priority based budgeting would be high impact and high effort.
- NC: Do you want to just go here, or do you want to do high and low impact first and then low impact? This is our intention was to go high and low and then efforts.
- RS: Well, this that speaking just to that one I think it is impact is apparent. But the fact that it would take a tremendous organizational shift is apparent. So that is why I think it is double H.
- JA: Can I say I would suggest that high impact, high effort that the effort from I thought on transition priority based budgeting is that it is a little less on the effort, because I can think of other things that are not only just getting our organization and the County aligned, but getting other municipalities aligned, because that seems to me like those things are going to fall in that category of high effort. And then while I do not agree, while I do not disagree that this is going to be a lot of work, but I think that there is other things that might be even more work in terms of getting other systems also aligned and organizations aligned. So maybe we could push that down to a little bit lower effort.
- NC: So can I can we go back to maybe high and low and then look at effort because.
- RS: So you are talking about discussing impact first?
- NC: Impact first.
- RS: Okay.

NC: And then effort because at that point we can also get some other people maybe to help with effort.

RS: Okay, sure.

BC: Would increase communication to share our impact, our services, our work.

AC: I would say yellow.

NC: So high impact and hopefully that works. You have Class and Comp for appropriate staffing levels and to right size departments.

RS: I think it is still high impact. And it came after the other one for me because I see them as connected.

NC: At some point everything cannot be the same priority level. So I am just not, and lay that on the table for you.

RS: Doggone it.

BC: Yeah, work with nonprofits and agencies in a changing grant funding landscape with the collaboration and working with nonprofits and other agencies.

RS: To get higher than they were.

NC: It is like high-medium would work better.

JA: I mean, is it helpful to think about the sort of the concentric circles around impact and that there are and whether it is impact around the number of people there is. There is our organization, there is kind of the metropolitan area, there is the County overall, with all the other municipalities thinking about rural areas. There is so there are different levels of people being impacted, if that helps us think differently about high versus low.

NC: Yeah, they are all important. They are all important. But it is the level of impact.

AC: Are we able to see them all you have in front of you a list of them all.

RS: And to that point when we were asked as four supervisors to come up with this, you asked us to come up with our three top priorities. So that just comes with the assumption that for all of us, we consider these to be high impact. So again, I do not know if this particular model is going to help with the sorting that you are that you're wanting to do, because I think all of us would see everything on our list is high impact, or we would not have listed it as a top priority.

- BC: We are, that is correct. The only additional item that I would add, yes, we are acknowledging that it is high impact. But when we look at the level of effort that is an additional consideration.
- RS: It is but I do not think any, my point is I do not think anyone is going to have a low impact if there is a low impact. They listed it as a top priority.
- AC: And I have eight priorities that is three.
- BC: Supervisor is this like basically where we are?
- RS: Okay. Yeah, I think so.
- BC: Okay. So we can put these here I would take it down. Now we have to discuss the effort, the impact is the impact high or low to Supervisor Allen's point, when we look at the resources with that initiative, how many people do we impact compared to another initiative that we have or priority? The number of people that are impacted may not be the same because we have different segments. So when we start considering the segmentation of any of the initiatives and who they impact, the segmentation is important. We know the population that will be impacted by them. If we are collaborating with the University of Arizona and other stakeholders, we could note the number of citizens in Pima County that will be impacted by the Prosperity Initiative. We know that number, but in other cases, that number may not be as great. We know the number of citizens that will be impacted by affordable housing. We know that number. In other initiatives, it may be a different number. So the impact may be different. When we speak about affordable housing, we are talking about a generational issue. It is not just a one fix this one family or this one family. It is a transformative initiative that impacts generations. So that is a multiplier. So in this exercise, we really need to identify at least at this point, high impact, level of effort. Now again, if we were to skip to the next section, you have answered the question. What are the priorities? Then staff will come back to a point that was made earlier and tell you what are the resources that are needed to actually implement this? So we will have that resource. That was a question or statement you asked. We do not know the resources. That should be something staff would will do. And that is something we planned on doing and coming back with and providing the board the information on the resources it will take to actually implement this successfully.
- AC: Chair Scott, I think there is overlap with my items from 4 to 8 for us to take them out and to then be able to have three from each, but I going back to your point that I feel like this structure just still might not be in this process the way we have got to figure it out. Like when I am looking at this, I am looking at priority based budgeting being the top. And that is more, I am thinking more external as a County jurisdiction for that particular item to where I feel like Class and Comp and vacancy and all of that other kind of stuff is still like, I am not going to put that funding with our employees. So I just feel a little conflicted because I feel like we are in a little binary choice right now.

RS: And the reason I had those two paired is because I saw them as not only I saw the first one as identifying needs and potential resources, and I saw the second one because of the significance of personnel costs freeing up resources.

AC: And they are both super important.

RS: Right.

AC: And what would probably be more helpful to County administration is just to get a temperature check of where perhaps this these list of items, like if there is alignment right now that you see that you need more clarity, right? I find that process more helpful than in going through this, because if what you need to get out of today's retreat is should we start looking, for instance, Item No. 3, Chair Scott, on yours? Consider bonding for long term funding. Right? I mean, if this is the forum to indicate that we should use staff resources to be able to get us towards that vision, and I feel like we just need to say it, rather than put all of our priorities against one versus not one against one another.

RS: No, I hear what you are saying. But ranking them against one another.

AC: Yeah.

BC: Great observation. This exercise, to the point is we are not competing. We are not competing. So you may have items that are aligned. And also similar to the Olympic circle. They are commingled, they are not really separate. So when we speak about using the Comp study, when we think about using and addressing right sizing the staff, those are intermingled. They are not necessarily separate or competing. So we wrote them down, but they are not competing. The competition and ranking will occur after we do the analysis on what is required, the resources and the dollars to implement an item. At that point, you are going to make the hard decision based upon the resources, staff, level of effort and dollars, that is when the rankings can occur, and that is when the rubber is really going to meet the road. Here is just getting a consensus.

RS: I think another thing that I am going to be interested in is what you heard from the Board today, at least four of the five members today, how that aligns with what you Ms. Leshner and the DCA's have been hearing from department directors and other people who have been engaged in that part of the staff driven part of the strategic planning process.

JL: Chair Scott thank you. Maybe to go back to part of what you have been chatting about too Supervisor Cano. If I look at what I have heard today and then I think what we may have to do is go back and look at having staff do the piece of we know what is impactful, we know what is important, what is going to, what is high effort, what is lower effort. How do we align some of that? You know, when we get things started, when we get it finished and keep thinking back to what we have been doing

with RTA, which was to take all the road projects and put them on four quarters and nobody wanted their road to get fixed.

RS: I mean, all of your Wednesdays for the last two months.

JL: But I think and make sure if I am hearing it right is we do not need to set up a key element of staff that there was a lot of acknowledgment about the staff. We as a County are only as good as our staff. What are we doing with Class/Comp and making sure that we are focused on all of the efforts in the work to keep the staff. Prosperity Initiative is pretty much what is outlining and designing our budget. There are things that go with that. How do we look at priority based budgets? You know, what is it we need to do? But looking at our 13 policies, if you will, and what were the pillars of the Prosperity Initiative? What is it we need to make sure that we are fully implementing that? And as a piece of that, looking at all of the sustainable, environmental issues that we have been looking at. That those are really the big themes that there is some desire for us to look at developing the budget around. Part of what I was trying to think of, I think a next step in just sort of how we do some of this. There is a lot of focus today on collaboration and direction of collaboration with other jurisdictions within the County, breaking silos within our own organization with I sometimes talked about as the one Pima County, and that is one within the County and one within the geographic area that is the County, to see how it is we are working together. And then just in some of the granularity a little bit more. I have heard a lot about communications, and I think a continued desire to suggest that we report on things well, we do good stuff, but we are not telling our story as well as it might be told. And dealing with some of that very affirmative kinds of response to communication and a little more effort on government relations. I think what I have been hearing today is sort of zip up at what we need to do. How do we focus, and then how do we maybe come back and help try to define what we can do with what kind of effort involved? The guys went to get our bond rating.

RS: That seems important.

JL: That is what I have heard, you know, and I am looking at the time as we are getting to wrap up and knowing I want to make sure that the idea and the thing that you said at the beginning that is so helpful is that we need a tool like this to help us decide what we are looking at in the budget. When I look at the high effort, low effort and when we do things is also coming back to you to say, and will we need more money? You know, maybe are we looking at. But we are looking at both expenditures and revenues as we have these conversations. What is it we need to do? And we need to do a lot. And so maybe that is when we also come back to you and talk about bonding and districts and other things that we need to do in order to implement the vision that you all have to make sure you are serving the County.

AC: Chair Scott, what I would say is, well, I am always grateful for our Administrator's vision and ability to have five different opinions and be able to explain them all and here we are. I want to thank both Ms. Cole and Director Collins for really wanting us to head in this direction, and I think we are headed there, even though we know we

might not have outlined that here. I think today has been so critical to be able to ensure that we are speaking the same language, but that we are aware of each other's language and that we can perhaps understand where we are in the Open Meeting laws make it very difficult for us to have a conversation like this, and I encourage us to not only make this a practice, but it is a nice way of being able to hash out some really good ideas and see where we can go with all of it. And so I am grateful for the structure. I am grateful for the facilitation. And I really just think going back to the existing internal work plan, that the strategic plan I referenced earlier, that that calendar is also in motion. Now we have just got to figure out what that alignment is now that the board has also opined. Yeah. And it will be this this process is very healthy and I could not be prouder of our team.

RS: I appreciate you saying that Supervisor Cano. I agree with all those sentiments and also appreciated how you framed everything. Just before his comments Ms. Leshner. Go ahead, Supervisor Allen. I realize I am taking this back and you are supposed to be facilitating. I am sorry.

JA: I think what you have done in the in the sorting is actually super helpful because as I see it right on the bottom there are the sort of the key issues is not really the right word and does not quite do justice, like the, but Prosperity Initiative, education are. Yeah. And you know, addressing the opioid crisis and mental health access to health services, climate change that those are all clusters. That the complex issues and challenges that we have said are important. And then at the top are some of the how's and some of it is around our budgeting, bonding, our staffing, building up and thinking through the staffing again, partnerships with nonprofits. There is some, the RTA's a model and infrastructure. So those are some of those things are all essential how's for us to effectively tackle the things on the bottom right, like the way I see it.

BC: Thank you Supervisor.

RS: Anything you wanted to throw in Supervisor?

BC: So I think we have information and feedback to take back. And we understand what the, we listened very attentively to what your concerns were. So as we debrief as the staff with the County Administrator and leadership, we will have enough information to move forward. One of the items that we will be doing, we will be meeting with each of you to flesh out some of these items and concerns, so that staff could then use that information in our development of the materials to come back to you and how to move forward and successfully complete this task.

RS: Can I request that you offer that one on one meeting also to Supervisor Christy?

BC: Oh absolutely.

RS: He was unable to attend today.

BC: Absolutely, sir. Absolutely.

MH: That was actually my point. Oh yeah. Just reach out to District 4 and see what their priorities are and talk to them.

RS: Thanks.

BC: So I want to, on behalf of Nancy, myself and County Administrator and the entire team, we want to thank everyone for their active participation. It became very lively and informative. So we want to thank you for your time and participation.

RS: And if you exist out there, anyone who watched all of this. Wow. Go ahead.

JL: Huge shout out to senior advisor, Nancy Cole. She is been doing this for a year or more and helping us work with all the departments and make sure, as it is been noted, a lot of this is administrative and it is sort of from the bottom up because she spent a lot of time talking with a lot of people within the County. And to Director Collins, who has been with us for, what, four months? And we did not get you involved in this until at least a weekend when you were here. But amazing work and for the first time, doing it and figuring out the ground rules. It has been an amazing team. So thank you.

RS: Fantastic.

NC: We will look for feedback from you to just, that would be great.

RS: Do you have something else?

AC: I would like to see a picture at the end of this.

RS: Oh, a picture. I am sure we can do that. Anything else from Board members?

JA: It has been fun.

RS: Yeah, it has.