

AGENDA MATERIAL

DATE 8/27/25 ITEM NO. RA S



PIMA COUNTY

STRATEGIC PLANNING

Board of Supervisor's Retreat

August 27, 2025

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Strategic Planning – Retreat Agenda

4. Welcome, Meet & Greet
5. Purpose / Goals of the Strategic Planning Effort
6. Setup for Retreat
7. Ice-Breaker
8. Board Priorities
9. Analysis: Strengths, Weaknesses, Opportunities, Threats (SWOT)
10. Working Lunch
11. Board Prioritization
12. Retreat Wrap-up



Strategic Planning – Welcome

Welcome, Meet & Greet





Strategic Planning – Purpose

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. *Working Lunch:* Board Operations Discussion



Strategic Planning – Setup for Retreat

Retreat Ground Rules:

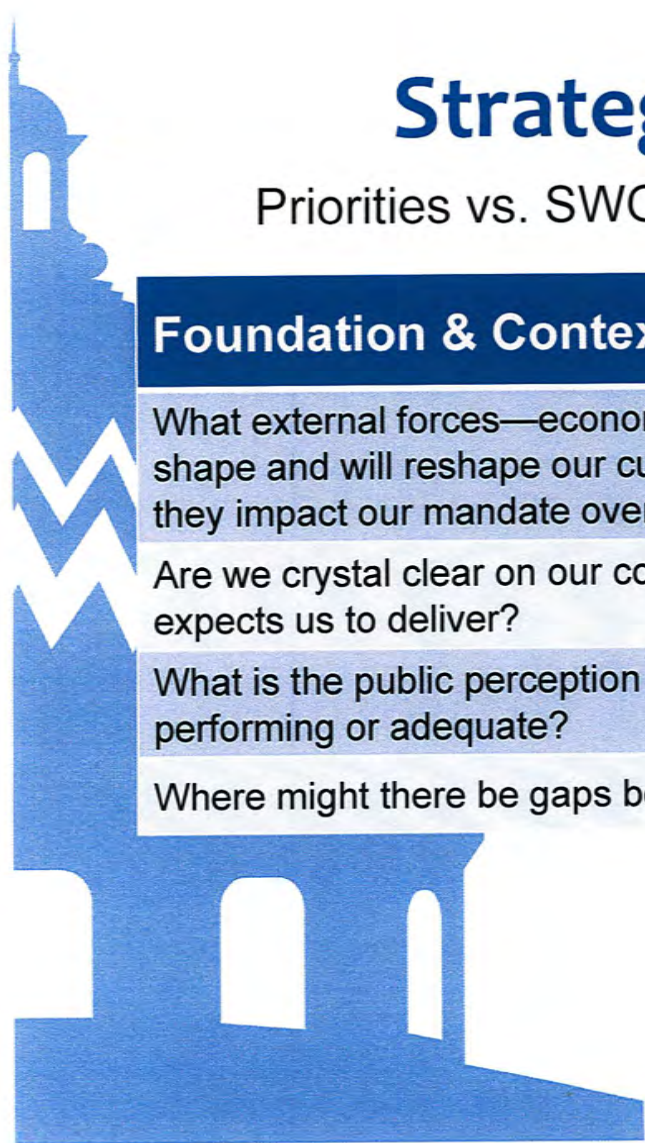
- Stay on Topic, Use Time limits
- Participation is Critical
- Active Listening
- Be Respectful, we will not speak over one another
- Use a Parking Lot
- One Conversation at a time



Strategic Planning – Retreat

Teamwork!





Strategic Planning – Homework

Priorities vs. SWOT, and why?

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

Strategic Planning – Homework

Priorities vs. SWOT, and why?

Performance & Resources	Priority or SWOT
What does our data tell us about our current effectiveness, and which programs or initiatives are genuinely moving the needle versus those that simply feel familiar?	
Do we have the financial runway, human capital, and technological infrastructure necessary to execute on ambitious strategic goals, or are we setting ourselves up for noble failure?	
Stakeholder Alignment	Priority or SWOT
Who are our most critical stakeholders—citizens, other government entities, community organizations, business community or visitors—and how well do we truly understand their evolving needs and expectations?	
Where do we see potential friction or collaboration opportunities with other agencies or levels of government that could significantly amplify or constrain our efforts?	



Strategic Planning – Homework

Priorities vs. SWOT, and why?

Governance & Capacity

Priority or
SWOT

Are our current governance structures, decision-making processes, and board composition structured for the best vetting and purpose, or do they inadvertently slow progress or create blind spots?

What institutional knowledge, relationships, or capabilities might we be at risk of losing, and how do we ensure continuity while embracing necessary change?

Strategic Focus

Priority or
SWOT

If we could only accomplish three transformational initiatives over the next strategic period, what would create the most meaningful, measurable impact for those we serve?

How are we defining success and what are the appropriate measurements

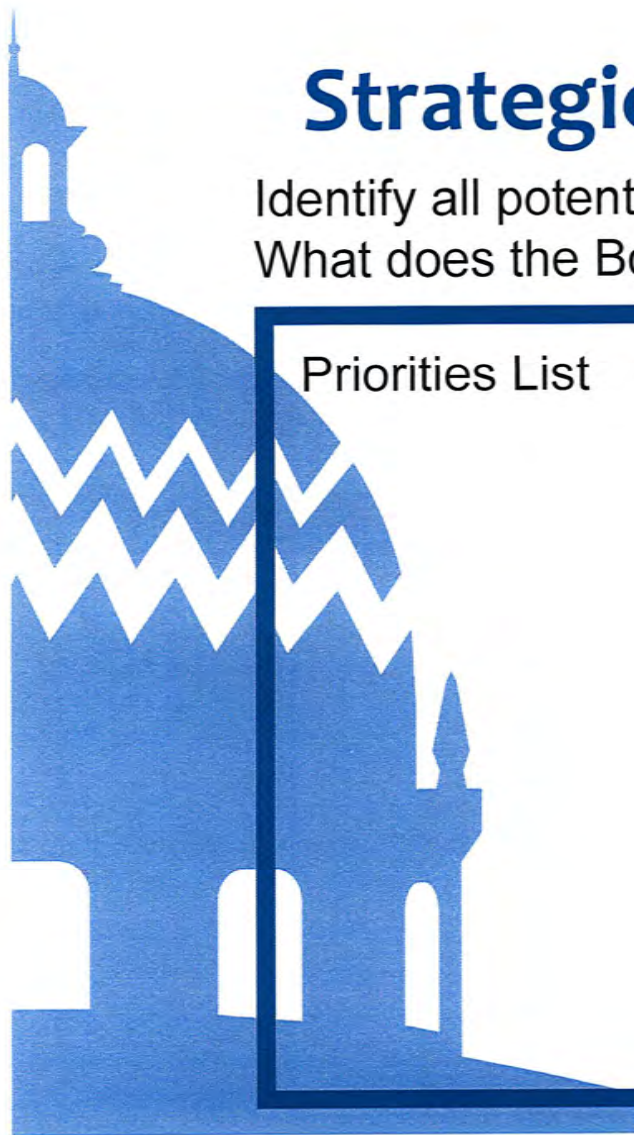
How will we honestly assess whether we're making progress, and what mechanisms will ensure we course-correct or pivot quickly when strategies aren't delivering promised results?

Strategic Planning – Brainstorming

Brainstorming Rules:

- Defer Judgement - no ideas criticized or dismissed.
- Wild ideas wanted - in order to spark conversation.
- Focus on Quantity - create many ideas, so that all ideas are considered. We will prioritize later.
- Use "Yes, And" to build on ideas, instead of "Yes, But" that negates ideas.



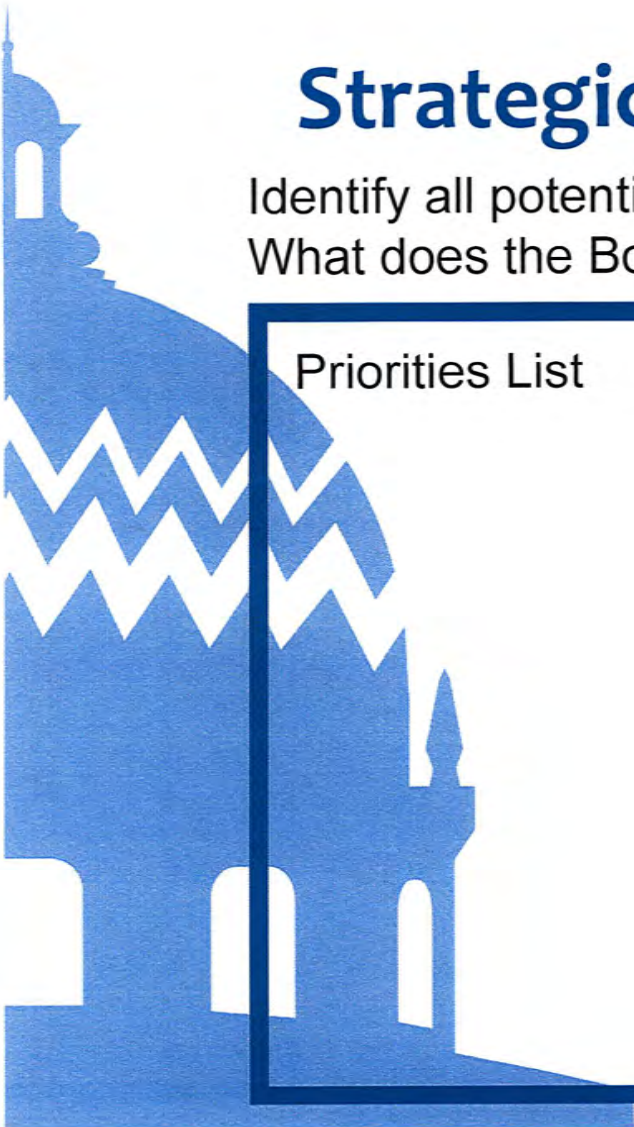


Strategic Planning – Board Priorities

Identify all potential priorities, where our organization should focus.
What does the Board believe is necessary for the community to thrive.

Priorities List





Strategic Planning – Board Priorities

Identify all potential priorities, where our organization should focus.
What does the Board believe is necessary for the community to thrive.

Priorities List



Strategic Planning – Current State

SWOT Assessment – Strengths, Weaknesses, Opportunities, Threats

INTERNAL

Strengths:

- Where are we excellent?
- What do we do well?
- What's unique about our organization?

Weaknesses:

- Where do we need to improve?
- What can be improved?
- What resources could improve performance?

EXTERNAL

Opportunities

- What can we better leverage?
- Are there gaps in our services?
- Are there technologies we can implement?
- What are our goals this year?

Threats:

- What are current barriers?
- Are there industry changes?
- Are we positioned to meet new regulations?

POSITIVE

NEGATIVE



Strategic Planning – Current State

SWOT Assessment – Strengths: Where are we excellent, what do we do well?

POSITIVE

Strengths

INTERNAL



Strategic Planning – Current State

SWOT Assessment – Strengths: Where are we excellent, what do we do well?

POSITIVE

Strengths

INTERNAL



Strategic Planning – Current State

SWOT Assessment – Weaknesses: Where do we need to improve, what barriers do we need to eliminate?

NEGATIVE

Weaknesses

INTERNAL



Strategic Planning – Current State

SWOT Assessment – Weaknesses: Where do we need to improve, what barriers do we need to eliminate?

NEGATIVE

Weaknesses

INTERNAL



Strategic Planning – Current State

SWOT Assessment – Opportunities: Where do we need to improve, what resources are needed?

POSITIVE

Opportunities

EXTERNAL



Strategic Planning – Current State

SWOT Assessment – Opportunities: Where do we need to improve, what resources are needed?

POSITIVE

Opportunities

EXTERNAL



Strategic Planning – Current State

SWOT Assessment – Threats: Where are we excellent, what do we do well?

NEGATIVE

Threats

EXTERNAL



Strategic Planning – Current State

SWOT Assessment – Threats: Where are we excellent, what do we do well?

NEGATIVE

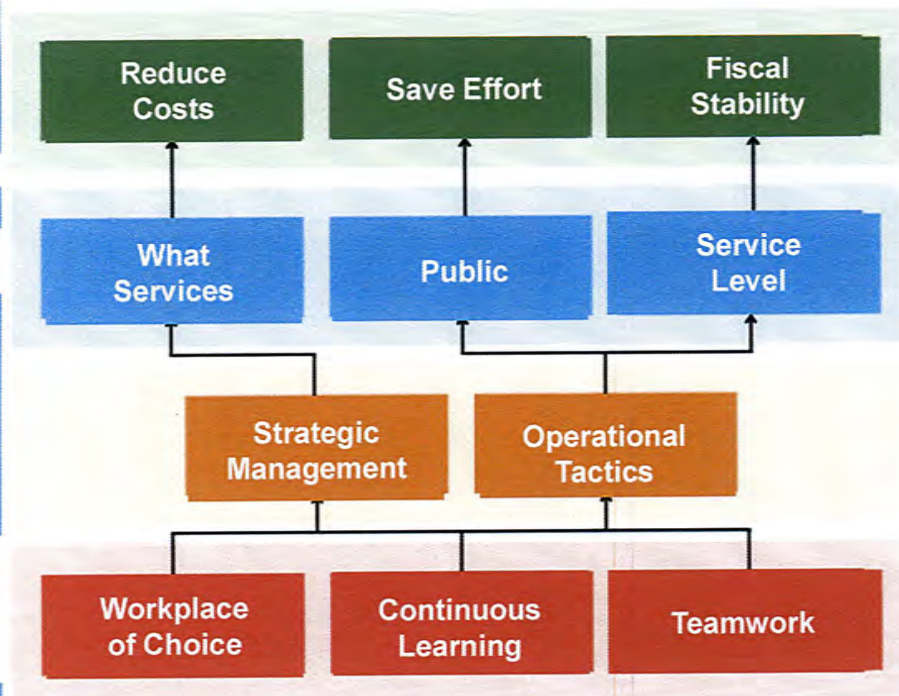
Threats

EXTERNAL



Strategic Planning – Prioritization

Strategy Map



Financial Benefit: *would this save money, time or increase stability*

Public Benefit: *what services are provided, to which citizens, and what level.*

Operational Benefit: *what operational tactics, procedures, and management are needed.*

Employee Benefit: *are we becoming a workplace of choice, continuous learning, team approach*

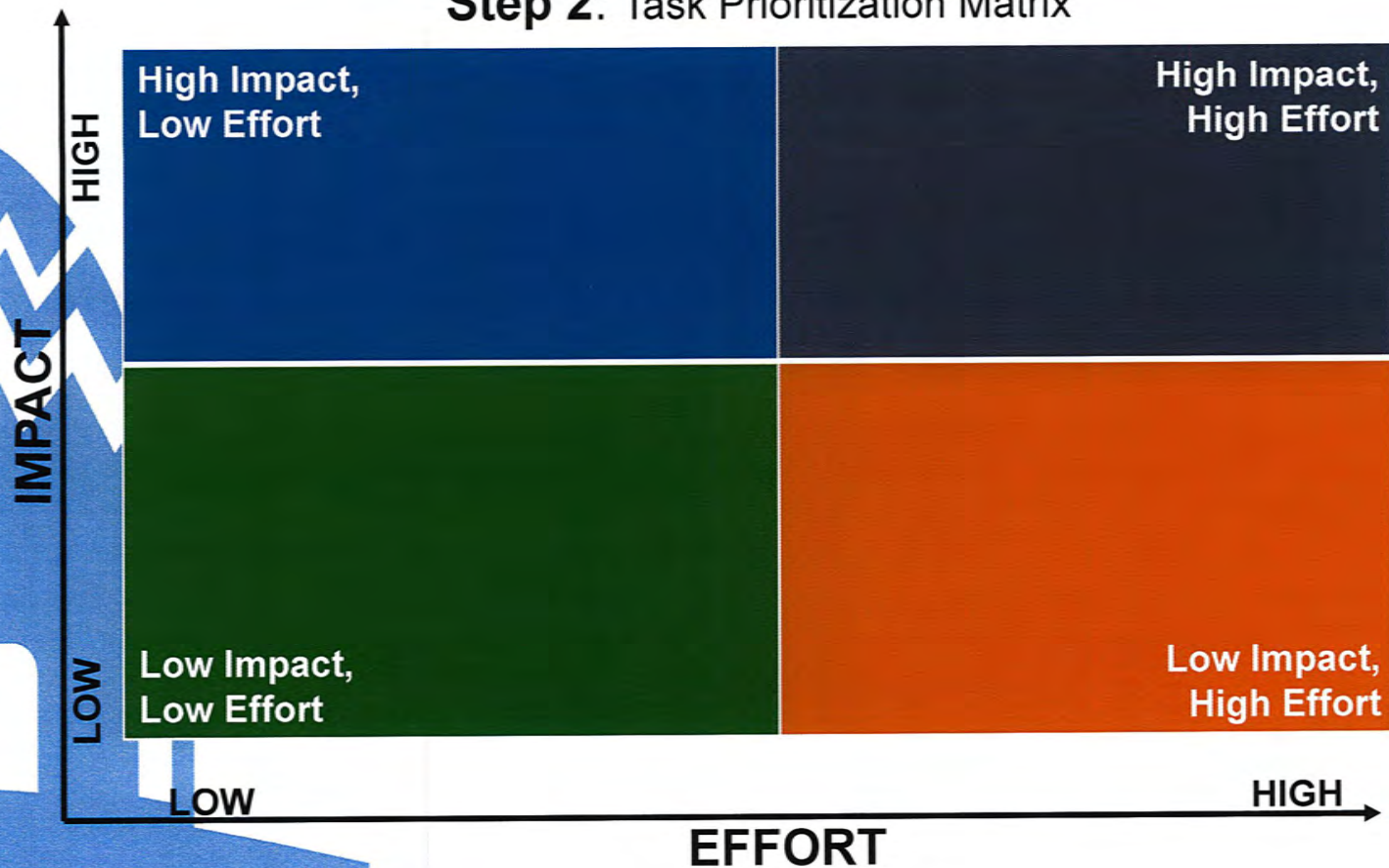


The diagram consists of four vertical blue bars of equal height, arranged horizontally. Each bar has a white text label at the top. From left to right, the labels are: "Year 1", "Year 2", "Year 3", and "Parking Lot". The bars are separated by thin white vertical lines.

Category
Year 1
Year 2
Year 3
Parking Lot

Strategic Planning – Implementation

Step 2: Task Prioritization Matrix





PIMA COUNTY

Board of Supervisors

Rex Scott, *Chair*, District 1

Jennifer Allen, *Vice Chair*, District 3

Dr. Matt Heinz, District 2

Steve Christy, District 4

Andrés Cano, District 5

Pima County Administrator

Jan Leshner