

Acknowledgements



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Strategic Plan Team (Department): Elsa Bobier (Community Services), Juley Bocardo-Homan (Human Resources), Martha Gonzales (Treasurer's Office), Andrea Hamm (Payson Justice Court), Amy Loyd (Assessor's Office), Cassie Ornelas (Superior Court), Misty Price (County Attorney's Office), Cheryl Sluyter (BOS District 1), Aimee Staten (Finance), Scott Warren (Public Works Survey), **Not Pictured (Department):** Sadie Bingham (County Recorder), Matt Binney (Sheriff's Office), Paul Wolterbeek (Administration), Cris Welch (Facilitator – Mile High Strategic Partners)

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Contact Us

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Gila County

Five-Year Strategic Plan

Adopted July 23, 2019

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Acknowledgements

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Tommie Martin
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Tim Humphrey
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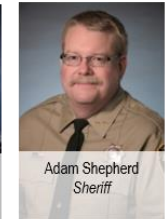
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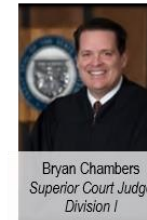
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James Menlove, CPM
County Manager

My Goals

Individual goals should be written once the department goals have been established. Each individual should review the department goals and determine areas where they may make meaningful contributions. Please note, if the department has three goals, the individual may not have a goal for each.

Here is an example of an individual goal that ties directly to the department goal example:

I can improve invoice processing times through better utilization of system functions. This will require me to learn about new system features. I will complete the four-hour training required within 30 days.

In the space below begin to draft your goals:

“THIS PLAN IS NOT ONLY COMPREHENSIVE, IT IS INCLUSIVE. I FULLY SUPPORT THE PLAN, AS IT PROVIDES A WAY FOR EACH AND EVERY ONE OF US TO CONTRIBUTE TO GILA COUNTY'S SUCCESS.”

**James Menlove
County Manager**

Why Strategic Planning?

Gila County is an extraordinary place to live, work, and play. This did not happen by accident. Making Gila County extraordinary takes planning. Our previous Strategic Plan served us since 2010, but as the environment in which we operate continues to change, so must we.

Gila County recognizes the value in providing the organization the tools necessary to develop long-range plans, goals and measurements that will lead to success. These plans will provide a foundation for budget development and drive us to continue to improve our services and processes, in a fiscally responsible and transparent way.

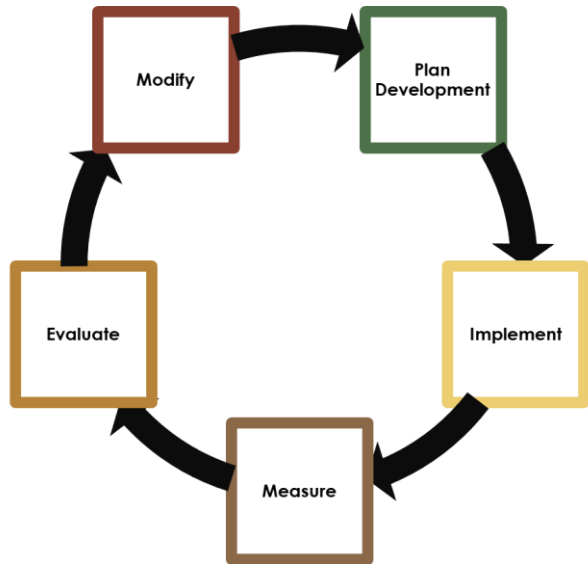
“I HOPE THIS PLAN IS CONTAGIOUS AND SPREADS THROUGHOUT OUR COUNTY.”

~Chairman Tim Humphrey, District 2

Strategic Planning Cycle

Effective strategic planning and implementation is a continuous process that involves several steps and requires that everyone be engaged during each phase; residents, elected officials, stakeholders and staff.

Plan development is the first step. The planning period for a strategic plan typically spans five years. This phase develops the plan to unite the organization under the vision and mission statements and provides shared goals.



During the **implementation** phase the organization's goals drive the departmental and staff goal development processes. The departmental goal development process should align to the annual budget cycle.

Along with goal development, departments will develop **performance measures** to track progress towards these goals. Employee progress is tracked through performance management.

Annual **evaluation** of goals and performance measures is necessary to determine if current efforts will achieve department and organizational goals or if goals/performance measures need to be **modified**.

Overview

Living Document

The strategic plan cycle provides the organization the ability to make course changes or corrections when necessary. Thus making the organization responsive to changing internal and external factors.

My Department Goals

In reviewing the example goal from the prior pages, here is a template and space to begin developing your department goals and measurements.

Template

Our department goal contributes to the County Focus Area or Goal of _____. The _____ Office/Department will _____ from _____ to _____ by _____.

Goal:

Performance Measure:

Goal Development Workbook

What Makes a Good Goal?

Here are a few things to keep in mind when developing S.M.A.R.T goals:

- S Specific**
What needs to be accomplished? Why is this important? Who will be involved?
- M Measurable**
How will you measure progress towards goal achievement? Do you have systems/ methods of tracking in place for beginning measurements?
- A Achievable**
Do you have the resources and skills necessary to achieve the goal? If not, can they be obtained?
- R Relevant**
Does this goal align to the Organization Goals and Focus Areas?
- T Time Bound**
What is the deadline? Is this deadline reasonable?

Here is an example department goal:

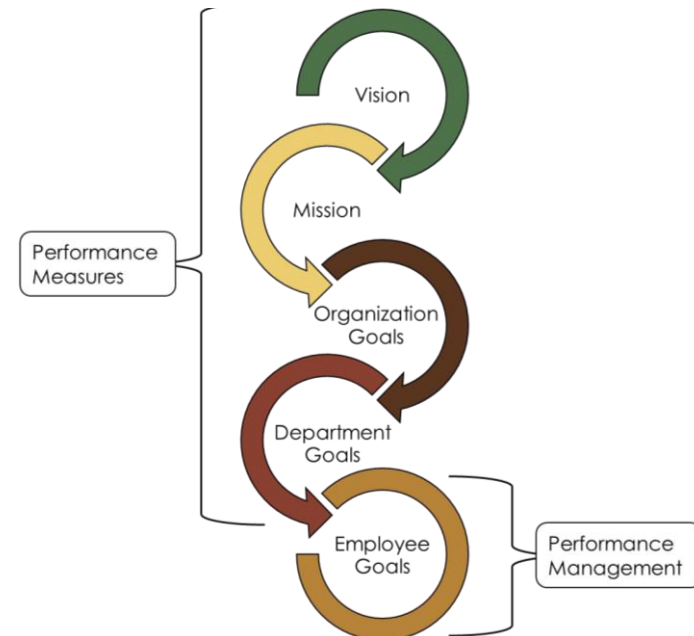
Our department goal contributes to the County Focus Area of Responsible Resource Management, Goal #1. The Finance Department will improve processing time on Accounts Payable invoices from 48 hours to 24 hours from the date of receipt by June 30, 2020.

In this example, the Finance Department can utilize information from the Financial Management System to monitor processing times.

Plan Development

Beginning in January 2019, a 16 person team began meeting to develop the Gila County Five-Year Strategic Plan. The team was comprised of staff from 14 different departments and represented both the Globe and Payson areas of the County. The team created new values, vision and mission statements and completed a SWOT analysis. The SWOT analysis assessed strengths, weaknesses, opportunities and threats, and provided an understanding of the environment – internal and external – in which the county operates. From this, the strategic plan was developed.

The strategic plan is driven by the Vision and Mission Statements, with cascading goals and corresponding measurements throughout the levels of the organization.



Five-Year Strategic Plan

Values

The Gila County Values guide our actions both internally and externally. If you are a resident or a visitor you will find that Gila County embodies:



Implementing the Plan

Department and Employee Goals

In the implementation phase, departments create annual goals that directly align with the Organization Goals. Goals must be measurable and achievable. This process should also align with the annual budget cycle.

Employee goals should be developed in coordination and direct support of the department and organization goals. This allows each and every staff member to be engaged and contributing to the success of the organization!

“IT IS VERY IMPORTANT THAT WE INCORPORATE OUR STRATEGIC PLAN IN EVERYTHING WE DO INCLUDING OUR FUTURE PROJECTS.”
~Supervisor Woody Cline, District 3

Measure, Evaluate, Modify

Baseline Survey and Performance Measures

In April/May 2019, Gila County offered a survey to residents and staff to assess the overall familiarity and satisfaction with County services. This survey is considered the baseline for future measurements.

Department goals have corresponding performance measures associated with them. The performance measures are tracked internally, and some are reported in the annual budget document, allowing for progress to be tracked year over year. Modifications to goals and performance measures are done annually as part of the annual budget cycle.

Organization Goals

Workforce Development

Goal #1

Gila County will recruit and retain quality employees by offering a professional, diverse, and desirable work environment.



Goal #2

Build a qualified workforce through education, training and collaborative partnerships, that support current and future business needs.

Safety

Goal #1

Provide a safe environment for residents and employees through training and education.



Goal #2

Develop plans that support County operations and residents during an event or emergency.

Economic Development

Goal #1

Develop and strengthen government and community partnerships to support existing and new business development and community well-being.

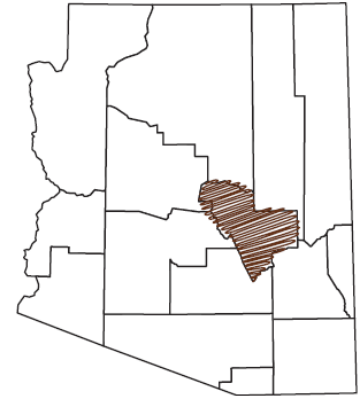


Goal #2

Promote interdepartmental collaboration for efficiencies that improve business processes.

Vision

Gila County, *the heart of Arizona*: preserving our past and enriching our communities for future generations



Mission

Gila County provides responsible resource management to positively impact recreation, safety, education and economic growth. As a team we are dedicated to serving the public with integrity, respect and accountability.

“I LIKE THAT THE STRATEGIC PLAN’S VISION AND MISSION IS CLEAR AND SUCCINCT AND THE PLAN IS A LIVING DOCUMENT THAT IS ABLE TO CHANGE OVER TIME.”

~*Supervisor Tommie Martin, District 1*

Focus Areas

Our Focus Areas encompass internal and external initiatives to support Gila County's Vision and Mission.



Responsible Resource Management

Effectively managing resources including workforce, property, equipment, and funds determined to be in the best interest of the communities we serve.



Robust Communication

Use the most appropriate method to deliver effective communication.



Workforce Development

Encourage continued opportunities for education, training and experience to retain and attract quality employees.



Safety

Promote safety in our workplaces, recreation areas, and communities through awareness, education and enforcement.



Economic Development

Create a thriving environment where people want to live, work and play.

Organization Goals

Gila County anticipates that in order to accomplish these goals, it will require diligence in their stewardship of assets, innovation in service delivery and collaboration with

partners and stakeholders. Partners and stakeholders such as the Industrial Development Authority, regional tribal nations, school districts, and community/non-profit organizations are critical to our success. The following goals are tied directly to the Focus Areas they support (as identified by the icon shown).

Responsible Resource Management

Goal #1

Integrate cost improvement measures through short and long-term financial planning to maximize appropriate use of funds.

Goal #2

Improve and maintain facilities, network/technology, infrastructure, and natural resources to ensure employee/public safety, continuity in business operations, and enjoyment of life.

Robust Communication

Goal #1

Share accurate, consistent, and timely information that promotes meaningful communication.

Goal #2

Maximize personal, social, print, and broadcast media to successfully and accurately inform, educate, and unify Gila County.

