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Navajo County

Proudly Serving, Continuously Improving Since 1895

FIVE YEAR STRATEGIC PLAN

Fiscal Year 2013-2017



Proudly Serving, Continuously Improving

Introduction

Beginning in July 2011, Navajo County assembled a group of individuals, representing a cross-section of the county, and tasked the team to develop a five year strategic plan.

The team committed to a rigorous meeting schedule and felt motivated to develop a strategic plan that was representative of the county as a whole - a plan which would inspire and influence our daily operations at every level. Toward that end, the team reached out to each department asking for a liaison who would contribute to the strategic plan. The liaison would aide in the implementation and reporting of performance measures for their department.

Throughout the process the team made continued efforts to solicit feedback and incorporate suggestions, creating a strategic plan to be carried out by every member of the organization.

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GOAL: Team Development *(continued)*

Objective: Prepare a plan for organizational succession

ACTION

- Utilize internal talent
- Develop future organizational leaders
- Provide supervisory training
- Create cross-functional teams, cross training

Objective: Recognize and celebrate accomplishments

ACTION

- Regularly report and recognize accomplishments; internally and/or publicly
- Individualize and encourage departmental recognition

Performance Measures

After formal adoption of the Navajo County Five Year Strategic Plan, the next task is to determine when the goals have been met. Beginning January 2012, each department will identify and establish performance measures. Performance measures should be meaningful to their department and demonstrate accountability towards the achievement of the goals set forth in this document.

Conclusion

The values, vision and mission statements are the foundation of Navajo County. This foundation guides us in the implementation and maintenance of the Navajo County Five Year Strategic Plan.

GOAL: Communications *(continued)*

Objective: Convey timely, relevant, and meaningful information to members of the public

ACTION	<ul style="list-style-type: none">• Employ technologies to enhance communications.• Integrate communication technologies through the use of video conferencing, webinars, webcasts, Skype, etc• Conduct monthly departmental reviews of their website content, and update as needed• Disseminate legislative, economic and other information that impacts the region
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GOAL: Team Development

As a model employer, we invest in our diverse workforce by utilizing knowledge and developing skills which enhance our quality of service.

Objective: Formalize a plan for reviewing hiring, workforce development, and performance evaluations

ACTION	<ul style="list-style-type: none">• Create a team to develop and implement a county-wide plan to review hiring, workforce development, and evaluation processes• Enhance intra-departmental partnerships• Provide professional development:<ul style="list-style-type: none">• establish equitable training opportunities• seek local and cost effective training• promote professional certifications
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Benefits of a Strategic Plan

Strategic planning for Navajo County yields several benefits:

- Provides an awareness for employees, partners and the citizens regarding the overall direction of the county.
- Requires the entire organization to look towards the future and envision where we want to be (goals) and how we reach those goals (objectives). Everyone has the opportunity to influence the direction of the county.
- Creates a culture based on the values described in this document.
- Clearly defines the mission and vision statements.

Values

These values guide us as a workforce and as an organization. As individuals that ultimately comprise the organization, we seek to work as a team, be accountable, act with integrity and strive for excellence and innovation.

Teamwork

Accountability

Integrity

Excellence

Innovation

Vision Statement

Enhance the quality of life in Navajo County by delivering excellence in service and leadership.

Mission Statement

Navajo County's dedicated team, along with our partners, provides exemplary services to our community in a fiscally responsible manner.

Goals

After an intense review of the county, the team identified several organizational strengths, opportunities, and areas that our organization should focus on improving. These determinations resulted in the formation of goals that build on our strengths, take advantage of our opportunities, and overcome our challenges.

- ◆ **Preserve and Protect**
- ◆ **Economic Development**
- ◆ **Regional Leadership**
- ◆ **Fiscal Responsibility**
- ◆ **Excellent Service**
- ◆ **Communications**
- ◆ **Team Development**

GOAL: Excellent Service (continued)

ACTION

- Continually update and enhance self-service software applications/forms and make them more user friendly
- Develop individual department plans, specific guidelines, and benchmarks for excellent service
- Employ cost effective on-going customer service training programs
- Strive for equitable distribution of services throughout the county

GOAL: Communications

Effective communication directly impacts the county's ability to provide services. Improved communication between departments, county officials and other stakeholders results in better service.

Objective: Improve communications internally

ACTION

- Continued communication from Administration to employees
- Utilize Manager's Meetings to enhance communication:
 - Increase attendance
 - Spotlight departments by sharing of goals, accomplishments, and challenges
 - Distribute agenda and minutes for each

GOAL: Fiscal Responsibility

As a responsible steward of public monies, Navajo County demonstrates fiscal accountability, while providing innovative and quality services.

Objective: Demonstrate accountability and transparency

ACTION	<ul style="list-style-type: none">• Provide timely reporting of how dollars are used• Evaluate staffing needs• Maintain software system for up-to-date financial information for departments• Utilize energy efficient and environmentally sustainable methods for construction, technology and operations• Pool resources through partnerships• Continued departmental involvement in the budget process<ul style="list-style-type: none">• Justification for large purchases/projects during budget process• Continued monitoring of economic trends and fluctuations• Validation of notice of claims (risk management)
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GOAL: Excellent Service

Our pursuit of providing excellent services drives us to be proactive, efficient, and to act with integrity.

Objective: Ease of doing business with Navajo County

ACTION	<ul style="list-style-type: none">• Develop the county standards for excellent service<ul style="list-style-type: none">• Ensure redirected calls reach the responsible organization efficiently• Develop Frequently Asked Questions (FAQ) for routing of phone calls
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GOAL: Preserve and Protect

Conserving our natural resources and providing safe communities ensures the quality of life we value.

Objective: Protect citizens through the effective use of technology

ACTION	<ul style="list-style-type: none">• Analyze data to identify trends and effectively allocate resources• Use available technology to monitor criminal behavior• Increase efficiency to improve response time• Develop a culture of responsiveness for law enforcement and emergency services• Communicate the availability of:<ul style="list-style-type: none">• the Emergency Management Plan• the Hazard Mitigation Plan• the Continuity of Operations Plan• Maintain transportation infrastructure with annual inspections of every road and bridge• Ensure security of electronic records; Health Insurance Portability and Accountability Act (HIPPA) compliance
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Objective: Preserve the quality of life

ACTION	<ul style="list-style-type: none">• Provide access to health services (prevention services and educational programs), throughout the county• Document historical culture and diversity for preservation• Protect natural resources and promote their responsible use• Promote educational opportunities regarding natural resources in support of the local geography and cultures• Ensure compliance with planning, zoning and building codes
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GOAL: Preserve and Protect *(continued)*

Objective: Employee safety

ACTION	<ul style="list-style-type: none">• Provide proactive training for employees on Occupational Safety and Health Administration compliance• Conduct driver safety training• Evaluate facility security and inspect for safety concerns• Conduct ergonomic assessments and evaluations
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GOAL: Economic Development

The cornerstone of economic development is the ability to develop, attract, and support businesses. This provides job opportunities and encourages growth.

Objective: Promote the county

ACTION	<ul style="list-style-type: none">• Improve communication with tourism partners• Identify and optimize tourism opportunities• Keep a current and comprehensive calendar of county-wide events• Identify tourism related businesses that enhance recreational opportunities• Create a favorable business environment
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Objective: Coordinate and allocate resources for collaborative regional economic development

ACTION	<ul style="list-style-type: none">• Facilitate public and private partnerships• Support mechanisms for job creation• Coordinate points of contact with partners• Foster regional communication of activities/ progress
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GOAL: Economic Development *(continued)*

ACTION	<ul style="list-style-type: none">• Enhance the process of doing business in Navajo County• Promote responsible utilization of natural resources:<ul style="list-style-type: none">• renewable energy sources• forest and mineral initiatives• Assess and promote business opportunities:<ul style="list-style-type: none">• available land and store fronts• reduced costs of doing business• multiple transportation options• communications• recreational opportunities• health services• educational and training opportunities
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GOAL: Regional Leadership

Navajo County takes a leadership role in setting the standard for local governments, through use of best practices for innovative solutions in services.

Objective: Facilitate and create partnerships with public and private stakeholders

ACTION	<ul style="list-style-type: none">• Encourage, support, and sustain regional leadership by participating in opportunities• Recognize leadership and successful partnerships in a public forum• Communicate regional issues and/or concerns to legislators• Set the standard for operational best practices
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