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Strategic County Leadership





Board of
Commissioners
Roles

Vision,
Strategy
(sometimes
management)

Lead

Govern

Advance

Collaboration,
Communication,
Engagement

Policy-making,
Appropriations,
Enforcement,
Oversight

County Governance Continuum



Stage 1

Commissioners manage and govern (no administrator) – diffuse executive role

Key challenge:
Strategic thinking,
long-term planning

Stage 2

Commissioners serve management roles along with county administrator

Key challenge:
Roles and responsibilities clarification

Stage 3

Commissioners govern, county administrator manages

Key challenge:
“Staying in your lane”
– avoiding micromanagement

Know Your Lanes

Interprets Vision and
leads execution
(Management)

Exercises authority
within parameters
(Operations)

County
Administrator

VISION STEWARDS

Board of
Commissioners

Establishes Vision,
goals
(Strategy)

Sets policy,
delegates authority
(Governance)

Transparency

No
surprises



No
blame

Fiduciary Responsibility

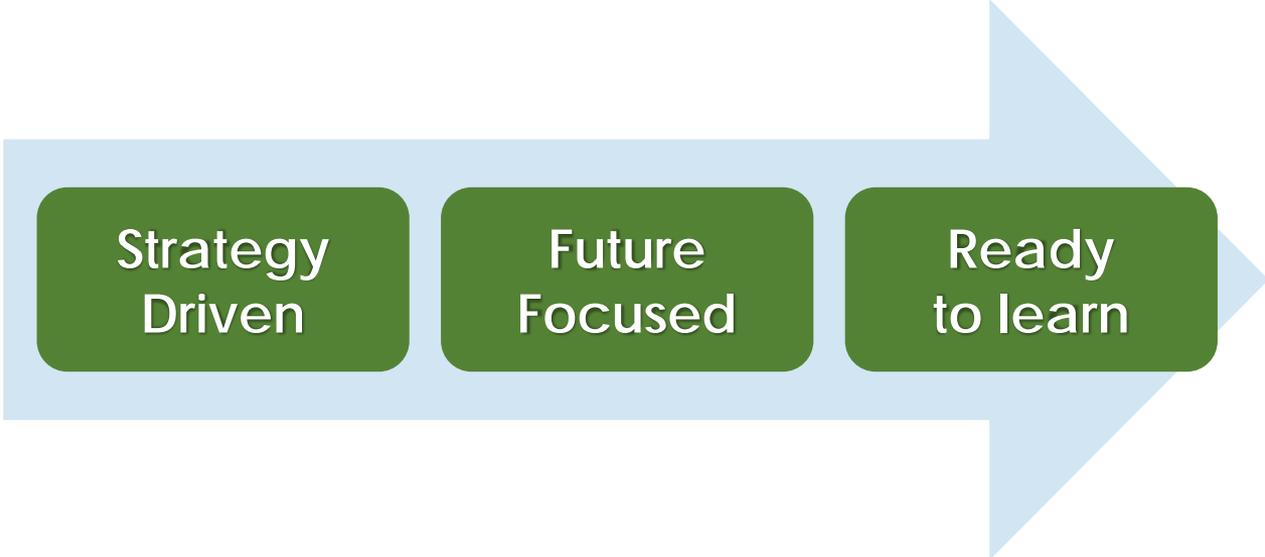
Duty of Care

Duty of Loyalty

Duty of Obedience

Fiduciary – noun 1. a person to whom property or power is entrusted for the benefit of another.

Duty of Foresight



Strategy
Driven

Future
Focused

Ready
to learn



3 Types of Plans

- Strategic Plan
- Master/Comprehensive Plan
- Business/Work Plan

Outcome-Focused Approach

“Begin with the end in mind”



The key to strategic thinking, strategic management and strategic leadership



Operational vs. Strategic

Operational Questions:

Who
What
Where
When
How

Strategic Questions:

Which
Why

*Strategic decision-making is about analyzing and prioritizing your choices (**which**), then justifying (**why**) you made those choices*

Strategic Management Process





“Without data
you’re just
another person
with an opinion.”

- W. Edwards Deming,
Data Scientist

Key Sources of Data

- Demographics
- Economic Statistics and Trends
- Community Well-Being Measures
- Infrastructure Demand Estimates
- Community Surveys
- Input from County Leaders, Employees



**Purpose of
Strategy is
*Positioning***

**Anticipate issues and
position the county to
respond effectively**

**Develop a competitive
edge or differentiator for
your county**

Issues Positioning

STEEP Trends

- Social
- Technological
- Economic
- Environmental
- Political

Differentiators

What makes your county special?



Economic
Base



Tourist
Attractions



Demographics



Infrastructure

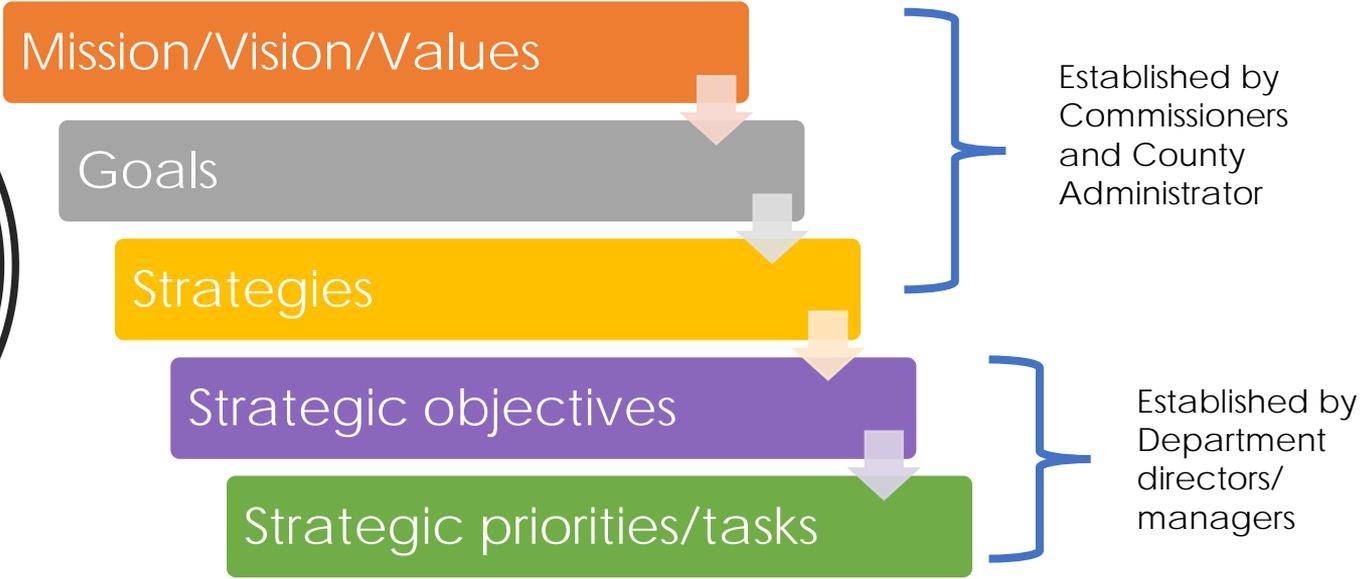


Natural
Resources



Technology

Elements of a Strategic Plan



Alignment



Strategic Plan Alignment

Example – Larimer County

Goal 1:

Larimer County works collaboratively to ensure adequate public infrastructure is available to support the needs of our growing community.

Objective 1:

By the end of 2019, a regional transportation task force will establish a prioritized list of regional transportation projects with corresponding cost estimates. The task force, led by Larimer County, will evaluate alternative funding options, and based on community polling, recommend a specific strategy for generating additional locally derived funding for regional transportation projects over the next 20 years. By the end of 2021, establish the funding mechanism and begin implementation of the highest priority projects.

Key Elements:

- Desired Outcomes
- Owners
- Timeframes



STRATEGIC PLAN TEAM

Goal 1

Commissioner Liaison

Tom Donnelly

Goal Steward

Todd Blomstrom

Objective Leaders

Objective #1: Mark Peterson
Objective #2: Stephen Gillette
Objective #3: Kohl Parrott
Objective #4: Eric Tracy

Goal 2

Commissioner Liaison

John Kefalas

Goal Steward

Heather O'Hayre

Objective Leaders

Objective #1: Kelsey Lyon
Objective #2: Katie O'Donnell
Objective #3: Robin Carrier
Objective #4: Jennifer Fairman

Goal 3

Commissioner Liaison

Steve Johnson

Goal Steward

Bridget Paris

Objective Leaders

Objective #1: Ken Cooper
Objective #2: Christine Kuehnast
Objective #3: Tina Harris
Objective #4: Paban Sarma
Objective #5: Shelley Bayard de Volo

XYZ County

- Target Met
- ▲ Near Target
- ◆ Needs Attention
- ▲ Performance Improving
- ▨ Performance Stable
- ▲ Performance Declining

Courts

	Current	Target	Trend
Public Defense			◆ ▲
Offender Compliance			◆ ▨
Case Processing Time			▲ ▲
Budget			● ▲
Staff			◆ ▨

Finance, Utilities

	Current	Target	Trend
Budget Performance			● ▨
Public Information			● ▨
Collection Efficiency			▲ ▨
Utility Contracts			● ▨
Budget			◆ ▨
Staff			▲ ▨

Parks, Recreation & Community Services

	Current	Target	Trend
Facilities			◆ ▨
Programs			◆ ▨
Community Use			▲ ▨
Budget			● ▲
Staff			● ▲

Development Services

	Current	Target	Trend
Planning			● ▨
Building			◆ ▨
Economic Development			▲ ▨
Interdepartmental Communication			◆ ▲
Budget			▲ ▲
Staff			◆ ▲

Fire/Emergency Medical Services

	Current	Target	Trend
Responding to Calls			● ▲
Staff Training			● ▨
Public Education			▲ ▲
Structural Safety			◆ ▨
Budget			▲ ▲
Staff			◆ ▲
Equipment			● ▨

Police

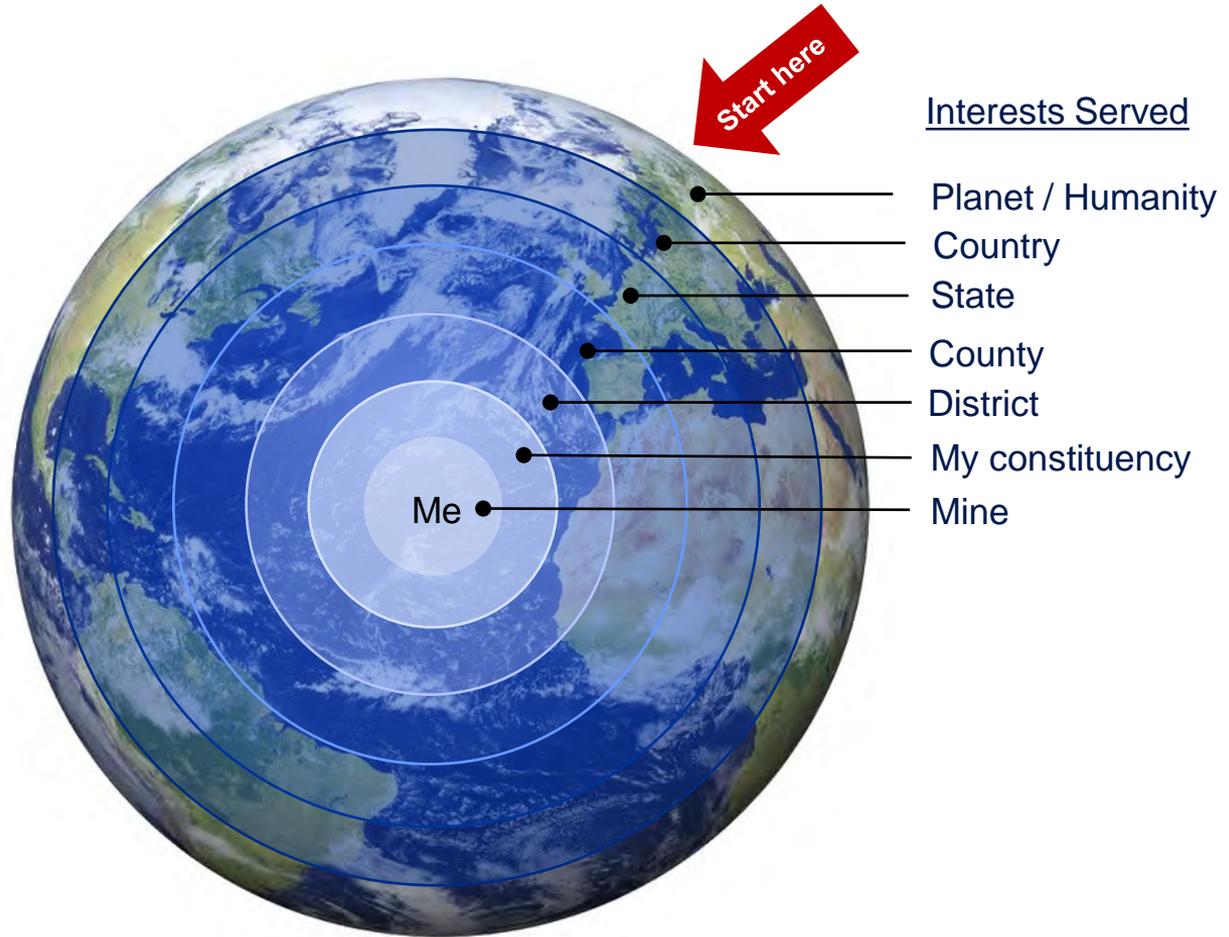
	Current	Target	Trend
Crime Rates			◆ ▲
Responding to Calls			▲ ▲
Staffing			▲ ▲
Public Education			● ▨
Budget			● ▨
Staff			▲ ▨
Equipment			● ▲

Dashboard -
performance
management

Strategy-Driven Policy-Making



Lead from the Widest Circle First





Thank you!

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