



January 12, 2011

Mr. Don McDaniel
County Manager
Gila County
1400 E. Ash Street
Globe, AZ 85501

Dear Don:

Thank you very much for considering Partners for Strategic Action, Inc. to assist you with Gila County's Strategic Planning process. I am excited about possibly working with Gila County's elected officials and staff as well as with you again. It is a terrific time to determine the county's future direction and set priority budget goals. Based on your email, I have assembled the attached information for your consideration. Our firm believes strongly in the strategic planning process

As you know, PSA is an Arizona-based strategic planning consulting firm that focuses on strategic planning for governmental entities. The firm has a special expertise in all aspects of organizational strategic planning. PSA and its principals are recognized for their extensive experience in consensus building and implementing complex community involvement processes.

I have on my calendar the dates (March 24, 25 and 30) for the three-part planning process. We can discuss the agendas for each day and materials when our proposal is approved. I have included some basic company information, an overview of my experience related to strategic planning, a couple of example projects and references, as well as a project fee. Since we have not had a chance to discuss your expectations in detail or budget availability, please let me know if you would like to have a follow up telephone call.

I look forward to discussing this project further with you. I am excited about the opportunity.

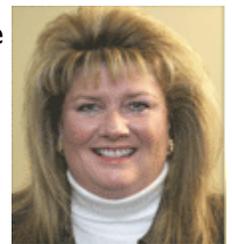
Sincerely,

Peggy Fiandaca AICP
President

Partners for Strategic Action, Inc. (PSA)

PSA is an award-winning consulting firm established in 1992 that specializes in community visioning, strategic planning, land use planning, economic development, capital improvements planning and financing, facilitation and conflict resolution, public engagement/communication/consensus building and socio-economic, market, and demographic analysis. PSA has built an outstanding reputation by providing creative problem-solving methods to critical community and organizational issues. The firm is committed to building strong, long-lasting relationships by being responsive to each client's needs and concerns. PSA's principals, Peggy A. Fiandaca AICP and Curtis L. Dunham AICP, are known throughout the southwest for their expertise in addressing community/organizational development issues. With more than 45 years of combined experience in all aspects of community and organizational planning, the principals have successfully organized and conducted over 400 planning processes. In addition to being Certified Planners, PSA is an active member of the American and Arizona Planning Associations, American Institute of Certified Planners, International Association of Facilitators, and International Association of Public Participation.

Peggy A. Fiandaca, AICP is PSA's President and will serve as the Facilitator for the strategic planning process. As project manager she will participate in all activities associated with the project. She has served in a similar capacity for hundreds of strategic planning process and studies.



In addition to her extensive project management experience, Peggy is nationally known for her facilitation skills and is an active member of the International Association for Public Participation and are a frequent speaker and instructor regarding public involvement, facilitation, and consensus building. She was awarded the *2009 Historic Planning Pioneer* for her contributions to the planning profession during her career.

References

Mr. Gilbert Davidson, Manager
Town of Marana, AZ
520.382.1938

Ms. Jennifer Toth, PE, Director
ADOT Multimodal Planning Division, AZ
602.882.8632

Mr. Jerry Stabley, Com. Develop. Dir.
Pinal County, AZ
520.868.6564

Ms. Sally Odette, Senior Consultant
APS – Community Development
602.250.4240

Scope/Fee

Based on an initial email and PSA's past working relationship with Don McDaniel, PSA's proposed fee for the Gila County Strategic Planning process is \$4,800.00 plus travel costs. Following is a brief scope of work based on our understanding of Gila County's expectations to complete the task.

The Strategic Planning process answers the following questions.

- Where are we now? Where are we going?
- Where do we want to be?
- How do we get there?

Where are we now? Where are we going?

In preparation of the first strategic planning meeting on March 24th, PSA will work with Gila County Manager on the development of a Gila County SWOT Analysis that will be discussed and fine-tuned with participants. This will provide a good foundation and understanding of the current challenges, gaps, and opportunities facing Gila County.

Task: Working with Gila County Manager, PSA would package the information developed materials, agenda, and preliminary SWOT Analysis that will be used during the March 24th half-day discussions. PSA will develop a meeting summary note and finalize the SWOT Analysis for use in the next day's meeting.

Where do we want to be?

"Nothing happens unless first a dream." Those words of the great poet Carl Sandburg capture something essential about the human spirit; among our species' many unique traits includes our ability to contemplate, speculate about, and even plan for the future. In fact, it could be said that human progress has always depended upon this capacity for foresight. Foresight also lies at the heart of the visioning process. In short, if we wish to create a better community, we must first envision that community and develop the strategic framework to get there.

Task: Working with Gila County management staff and elected officials, the strategic direction for Gila County will be identified during the March 25th meeting. PSA will develop meeting materials, facilitate the full-day meeting, and prepare a summary report.

How do we get there?

To successfully complete the strategic planning process, open and honest discussions of the area's issues will be discussed and an understanding of the "sticky" community issues will be explored. In addition, an outcome of the process will be an understanding of "common ground" as well as where we agree to disagree on various topics.

Task: PSA will develop meeting materials, facilitate and document the March 30th full-day meeting with Gila County Management Staff that will use the

Strategic Framework developed by the elected officials to identify the objectives and tasks to achieve the vision.

To provide you some context for our fee structure, following are some recent examples of strategic planning processes' fees as a point of discussion with your Board and staff if needed.

- Town of Parker Council/Management Staff Retreat - \$1,740 (one day facilitation, limited prep time and summary report)
- Wickenburg Economic Development Partnership Board Retreat - \$2,000 (one day facilitation; limited prep time; and summary report)
- City of Surprise City Council Retreat - \$3,800 (1.5 days; very little prep time; includes summary report; no travel costs)
- ADOT Multimodal Planning Division Strategic Plan - \$5,200.00 (2.5 days; telephone interviews; telephone prep meetings; summary report; no travel costs)
- Town of Marana Strategic Plan Budget (not inclusive of travel costs) - \$18,600.00

Strategic Planning Experience

ADOT Multimodal Planning Division Strategic Plan – Working with the Director and management staff, PSA led a division-wide strategic planning process. The purpose was to redefine and refocus the Division's direction. The process involved interviews with each of the Division's Managers to understand issues and opportunities and several day retreats where a vision and strategic direction was created. PSA also assisted in embedding the vision and strategic direction throughout the Division.

Marana Strategic Plan - PSA led a comprehensive organizational strategic planning process that started with the Town Council setting the policy direction and all departments being involved in the development of the Strategic Plan. The award winning Strategic Plan was the culmination of several full-day events where open and frank dialogue occurred about the Town of Marana and the possibilities for the future. The Strategic Plan includes a Vision Statement and series of Focus Areas and Initiatives that provide direction to the Town of Marana. The Strategic Plan was completed in 2008 and recently PSA worked with the Town Council and Management Staff to review and update the Plan. The Strategic Plan was used to develop the budget, conduct personnel annual reviews, set priorities for projects and develop new planning efforts. Both the citizens and staff have been committed to the implementation of the Strategic Plan. As part of the Strategic Plan's implementation, PSA completed the award-winning *Marana Economic Development Roadmap* which has been well received.

City of Surprise Municipal Organization Strategic Plan - PSA led an intensive nine-month process to create a strategic plan for the growing municipal government organization. The process involved working with four committees to develop and prioritize goals and objectives so that the municipal operation would be in position to support the community's vision for the future. Nearly 100 of the 800-person staff were

involved in the planning process to enhance the plan's ability to be integrated into all levels of the organization. The plan was developed in a very concise manner so that it could be presented in an 11 x 17" laminated "place mat" format for each employee's desk or workstation.

A Focused Future Strategic Plans for Economic Development

PSA has been working with Arizona Public Service Company to facilitate "A Focused Future" process that PSA helped to create. PSA completes the planning process with a local Action Team that results in a strategic plan for economic development. PSA is responsible for facilitation of the process, educating the Action Team, analyzing community data and trends, and producing the final plan. To date, PSA has worked with 55 different Arizona communities over the past 18 years. PSA is continuing its relationship with APS on Focused Future II, a program that provides a more advanced process for those communities that have successfully implemented the Focused Future I Strategic Plan.