

BETTER OUTREACH FOR BETTER PLANNING: POTTER COUNTY, TX – STRATEGIC PLAN

KYLE G. INGHAM, EXECUTIVE DIRECTOR:
PANHANDLE REGIONAL PLANNING COMMISSION
AMARILLO, TEXAS

WHO IS PRPC – CONTEXT MATTERS

- COUNCIL OF GOVERNMENTS IN TEXAS
 - CH. 391 TX LOCAL GOVERNMENT CODE
 - ESTABLISHED 1969
 - 43 EMPLOYEES
 - \$24,000,000 BUDGET
- VERY RURAL
 - 26,000 SQ. MILES
 - LARGER THAN WEST VIRGINIA (& 17 OTHERS)
 - 26 COUNTIES
 - 62 CITIES
 - POPULATION OF 425,000
 - HALF OF THAT IN 1 URBAN CITY
 - AMARILLO



WHAT DO WE DO?

- PROGRAMING
 - AREA AGENCY ON AGING
 - DISPUTE RESOLUTION CENTER
 - REGIONAL SERVICES
 - WORKFORCE DEVELOPMENT
 - REGIONAL 9-1-1
 - LOCAL GOVERNMENT SERVICES
 - WATER PLANNING
 - GRANT ADMINISTRATION
 - TRANSPORTATION
 - ECONOMIC DEVELOPMENT
 - CONTRACT CITY MANAGEMENT
 - TEXAS REVENUE RECOVERY ASSOCIATION
 - MUNICIPAL SEARCHES
 - STRATEGIC PLANNING



WHY WE DO WHAT WE DO:

- PHILOSOPHY:
 - WE WORK AT THE PLEASURE OF THE CITIES AND THE COUNTIES OF THE TEXAS PANHANDLE
 - IF WE ARE NOT USEFUL TO OUR COMMUNITIES THERE IS NO PURPOSE FOR US TO BE HERE.
- FOCUS:
 - WE DEVELOP PROGRAMS TO MEET THE NEEDS OF THOSE WE SERVE — IT IS NOT ABOUT FUNDING AVAILABILITY
 - MAINTAINING A GENUINE RELATIONSHIP WITH EACH COMMUNITY
- HOW IT WORKS:
 - IF A COMMUNITY OR THE REGION AS A WHOLE HAS A NEED WE WORK TOGETHER TO FIND A WAY FOR IT TO WORK.
 - AS WE DEVELOP AND HIRE EXPERTISE WE CAN THEN APPLY THAT EXPERTISE TO OTHER PROJECTS
- HAS IT WORKED:
 - WE HAVE ADMINISTERED OVER 400 CDBG & EDA PROJECTS, A COMBINED 25+ YEARS OF CITY MANAGEMENT EXPERIENCE, CONDUCTED DOZENS OF SEARCHES, AND DEVELOPED AROUND 10 STRATEGIC PLANS



POTTER COUNTY – STRATEGIC PLAN: HOW IT STARTED

- POTTER COUNTY IS THE MOST POPULOUS COUNTY IN THE REGION
 - LOWER INCOME COUNTY
 - HAS 8 DEPARTMENTS ALL LED BY ELECTED OFFICIALS
 - HAD LED TO A LACK OF COMMUNICATION
 - EXCEPTIONALLY LOW TAX RATE
 - NEVER HAD ANY PLAN OR EVEN SIT DOWN BETWEEN DEPARTMENTS
- PRPC'S PLANNING EXPERTISE
 - RURAL EDCs
 - SMALL CITIES
 - CERTIFIED PLANNER ON STAFF
 - BUSINESS DEGREES ON STAFF
- RELATIONSHIPS
 - COUNTY JUDGE
 - COUNTY COMMISSIONER
 - BOARD MEMBER



HOW IT GOT GOING

- DISCUSSIONS:
 - MEETING WITH JUDGE & COMMISSIONER
 - ATTENDED 2 COUNTY COMMISSIONER'S COURT MEETINGS
 - ESTABLISHED PROJECT
- INTERLOCAL AGREEMENT
 - DRAFTED & REVISED
 - ESTABLISHED TIMELINE & DELIVERABLES
- KEY FACTORS
 - PRPC IS A NEUTRAL FACILITATOR
 - MAXIMIZE THE USE OF EVERYONE'S TIME
 - INVOLVE THE PUBLIC
 - KEEP COMMISSIONERS CURRENT ON PROGRESS

Potter County Report



H.R. Kelly
Commissioner,
Precinct 1



Mercy Murguia
Commissioner,
Precinct 2



Nancy Tanner
Potter County
Judge



Leon Church
Commissioner,
Precinct 3



Alphonso Vaughn
Commissioner,
Precinct 4

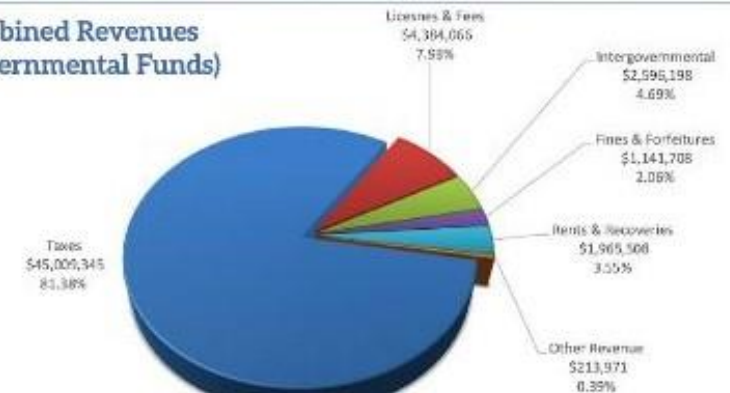
Where your Property Tax Dollars Go



Average School Districts	-50.17%
Potter County	-26.89%
City of Amarillo	-14.20%
Amarillo College District	-8.41%
Underground Water Conservation Districts	-.33%

Tax Rate: .39402 per \$100 valuation

Combined Revenues (Governmental Funds)



THE PROCESS

#1. IDENTIFY ALL EXISTING RESOURCES:

- REPLACEMENT SCHEDULES
- BUDGETS & AUDITS
- DEPARTMENTAL PUBLICATIONS
- DEPARTMENTAL PLANS

#2. ESTABLISH & MEET WITH SMALL GROUP

- CONTAINS (<12):
 - DEPARTMENT HEADS
 - SOME ELECTED
 - FISCAL & ADMINISTRATIVE PERSONNEL
- MET MONTHLY TO DEFINE TOPICS
- EVERYTHING FROM “FIRE PROTECTION” TO “PURCHASING” HAD MANY MEANINGS

Working Group Meeting #1	Working Group Meeting #2	Working Group Meeting #3	Working Group Meeting #4	Working Group Meeting #5	Working Group Meeting #6
6/14/2017	7/12/2017	8/30/2017	10/4/2017	11/16/2017	12/5/2017
Topics Covered	Topics Covered	Topics Covered	Topics Covered	Topics Covered	Topics Covered
Orientation	Law Enforcement	Legal and Judicial	Fire Protection	Road and Bridge	Fiscal and Budgeting
Facilities	General Staffing				Communications
General Staffing					
Members Present	Members Present	Members Present	Members Present	Members Present	Members Present
Commissioner Murguia	Commissioner Vaughn	Commissioner Murguia	Commissioner Murguia	Commissioner Murguia	Commissioner Vaughn
Commissioner Vaughn	County Clerk Smith	Commissioner Vaughn	Commissioner Vaughn	Commissioner Vaughn	District Attorney Sims
County Auditor Hood	District Attorney Sims	District Attorney Sims	District Attorney Sims	District Attorney Sims	County Clerk Smith
County Attorney Brumley	Facilities Director Mike Head	County Attorney Brumley	County Attorney Brumley	County Clerk Smith	County Auditor Hood
Facilities Director Mike Head		County Clerk Smith	County Auditor Hood	County Auditor Hood	Facilities Director Mike Head
County Clerk Smith		County Auditor Hood	Facilities Director Mike Head	Facilities Director Mike Head	
		Facilities Director Mike Head			
Guest Present	Guest Present	Guest Present	Guest Present	Guest Present	Guest Present
None	Chief Deputy Johnson	None	Fire Chief Lake	Sebastin Ysaguirre	None
	Captain Coffee		Assistant Chief Fitzpatrick		

THE PROCESS (CONT.)

#3. PREPARE A STRATEGIC PLANNING TEAM

- DEVELOP DOCUMENT DEFINING 60 TOPICS
- PROVIDE TIME TO REVIEW AND COMMENT
- ALLOW RANKING OF ISSUES
- DEFINE PLANNING TEAM

#4. CONDUCT STRATEGIC PLANNING SESSIONS

- NO MORE THAN 15 MEMBERS
- FINALIZE NEEDS PRIORITIZATION
- CONDUCT SWOT ANALYSIS
- 2 FULL DAY SESSIONS SPACED OVER 1 MONTH
- NEUTRAL FACILITATION
- DEVELOP NEEDS/STRATEGIES PAGES

Strategic Planning Sessions

Strategic Plan Meeting #1	
March 7, 2018	
Members Present	
Judge Tanner	Commissioner Murguia
Commissioner Kelly	Commissioner Vaughn
Commissioner Church	District Attorney Sims
Sheriff Thomas	County Attorney Brumley
County Clerk Smith	County Auditor Hood
Fire & Rescue Chief Lake	Road & Bridge Sebastin Ysaguirre
Facilities Mike Head	Information Technology Brandon Purrington
Justice Campbell for Justice Quinn	

Strategic Plan Meeting #2	
April 5, 2018	
Members Present	
Judge Tanner	Commissioner Murguia
Commissioner Kelly	Commissioner Vaughn
Commissioner Church	District Attorney Sims
Sheriff Thomas	County Clerk Smith
Fire & Rescue Chief Lake	County Auditor Hood
Facilities Mike Head	Road & Bridge Sebastin Ysaguirre
Vivian Long for Justice Quinn	Information Technology Brandon Purrington

WHAT DID WE TALK ABOUT?

- 8 PRIMARY AREAS OF FOCUS
 - FACILITIES
 - FISCAL/BUDGETING
 - GENERAL STAFFING
 - FIRE PROTECTION
 - LAW ENFORCEMENT
 - ROAD & BRIDGE
 - LEGAL/JUDICIAL
 - COMMUNICATIONS
- THEN BROKEN OUT INTO ALMOST 60 SPECIFICS
- TOO MANY SPECIFIC AREAS TO DEAL WITH IN ONE YEAR & VALUE TIME — HAD TO RANK



HOW DO YOU PRIORITIZE?

- LOTS OF DIFFERENT INTERESTS AT THE TABLE
- SMALL GROUP DEFINITIONS WERE CRITICAL
- GIVE EVERYONE AN EQUAL SAY
 - JUDGE & JANITOR RANKINGS HELD SAME VALUE
- EVERY STRATEGIC PLANNING MEMBER RANKED EVERY ISSUE WITH A VALUE OF 1-5
 - RANKINGS WERE THEN TABULATED
 - HIGHEST RANKING ISSUES WERE TO BE ADDRESSED FIRST
 - GOAL WAS TO GET TO 15-20 MOST IMPORTANT ISSUES
- RANKINGS DONE IN PREPARATION OF OVERALL MEETING

Facilities	District Courts Building	1	Fiscal/Budgeting	Tax Abatements	31
	Building Security	2		Tax Rates	29
	Bowie Annex	49		Grants	35
	Courthouse	44		Zero Based Budgeting	46
	Downtown Revitalization	50		Debt (law enforcement & radio)	51
	Santa Fe Building	41		Public Communication	33
	Law Enforcement Center	48		Ongoing Contracts	17
	Fire Stations	12		Technology	15
	Fairgrounds/Baseball Stadium	45			
General Staffing	Compensation Survey	28	Fire Protection	Fire Improvement Program	20
	Certification & Training	22		Vehicles	11
	Salary Range Standardization	9		Staffing	16
	Quality Assurance	32		Equipment	10
	Succession Planning	36		County Assistance Program	46
Law Enforcement	Staffing	14		Risk Management	30
	Staffing on Patrol	7		Fire Stations	6
	Equipment	20	Road & Bridge	Road Infrastructure	8
	Technology	18		Equipment/Maintenance	5
	Radio Conversion	39		Staffing	26
	Miscellaneous	53		Road Improvements (TTC Ch. 253)	26
	Corrections	25		TxDOT Relationship	38
	Correctional Vehicles	33		New Roads	42
Legal/Judicial	District Courts Building	4	Communications	Internal/Interdepartmental	18
	Security/Equipment	3		General Public/Perception	13
	Staffing	42		Partner Political Subdivisions	37
	Public Defenders Office	40		Community	23
	Law Library	52			
	Pre-Trial Services	24			

WE KNOW THE NEEDS - NOW WHAT?

- BEGIN TOPIC PAGES
 - CITE NEEDS EVIDENCE – WHY DID THIS RANK HIGH?
 - GENERALLY QUANTIFIABLE
 - ESTABLISH A GOAL
 - WHAT IS THE LONG TERM TARGET RELATED TO THE NEED
 - DEFINE OBJECTIVES
 - HOW WILL THE COUNTY KNOW IT IS MOVING FORWARD
 - GENERALLY QUANTIFIABLE AND TIME CONSTRAINED
 - STRATEGIES
 - DEVELOP A SERIES OF STRATEGIES RELATED TO EACH NEED
 - DEFINE BOTH RESPONSIBLE PARTIES & POTENTIAL FUNDING
 - MUST DECIDE UP FRONT IF THE STRATEGIES ARE A COMMITMENT TO DO A PROJECT OR SIMPLY A LISTING OF POSSIBLE SOLUTIONS TO A PROBLEM.
 - THIS GROUP WENT WITH LISTING OF POSSIBLE SOLUTIONS
 - MUST MAKE THAT CLEAR TO THE PUBLIC
 - AVOID CIRCULAR THINKING



ECONOMIC IMPACT:

- POTTER COUNTY ECONOMIC STATS
 - \$22,820 vs. \$30,820 PER CAPITA
 - <24% OF COUNTY RESIDENTS HAVE ANY COLLEGE
- IMPACTS OF PLANNING
 - EXPANSION OF WTAMU TO AMARILLO
 - DOWNTOWN REVITALIZATION
 - AMARILLO COLLEGE INNOVATION CENTER
- PLANNING IMPORTANCE
 - MEETING INFRASTRUCTURE NEEDS FOR GROWTH
 - ACCOMMODATING POST- SECONDARY EDUCATION
 - MINIMAL COST FOR FORWARD VISION



THE END PRODUCT

- 56 PAGE STRATEGIC PLAN
 - BACKGROUND & PROCESS
 - SWOT
 - PARTICIPANTS
 - 50 PAGES OF NEEDS, GOALS, OBJECTIVES, & STRATEGIES
 - 20 KEY NEEDS ADDRESSED
 - VISION STATEMENT
- 80 PAGES OF PREPARATION DOCUMENT
 - 60 NEEDS DEFINED
 - PERTINENT BACKGROUND INFO
 - CHALLENGES DETAILED
- ADOPTED BY POTTER COUNTY

FACILITATED BY:
PANHANDLE REGIONAL PLANNING COMMISSION

POTTER COUNTY STRATEGIC PLAN



To provide services efficiently in a highly responsive manner to the diverse citizens of the County and to maintain a safe and strong community through fiscally responsible leadership.

WHY IT WORKS

- PUBLIC SERVANTS GENERALLY WANT TO DO A GOOD JOB FOR THEIR COMMUNITY
- ORGANIZATION & NEUTRAL FACILITATION CAN HELP AVOID BICKERING
- OPENNESS AND TRANSPARENCY WITH THE PARTICIPANTS & GENERAL PUBLIC ALLOWS FOR “REAL” DISCUSSIONS
- REALIZING THAT EVERY AREA CAN IMPROVE ALLOWS A GROUP TO DEVELOP INNOVATIVE IDEAS
- QUANTIFIABLE TARGETS AND RESEARCH ALLOW FOR FUTURE MONITORING



KEY TAKEAWAYS

- ONGOING RELATIONSHIPS AND CONTINUOUS ADAPTATIONS OF STAFF SKILLS MAKE THE OPPORTUNITY POSSIBLE
- BEGINNING EVERY MEETING WITH A DISCUSSION ABOUT THIS NOT BEING A COMMITMENT TO IMPLEMENT ALLOWED CREATIVITY, BUT IT ALSO MADE THE ELECTED OFFICIALS REMEMBER THE IMPLEMENTATION OF STRATEGIES COSTS MONEY
- RANKING NEEDS HELPED AVOID CHASING RABBITS
- YOU MUST AVOID CIRCULAR THINKING
- JUST ENTERED A NEW INTERLOCAL TO FACILITATE ONGOING INTERDEPARTMENTAL MEETINGS
- MOST IMPORTANT TAKEAWAY: COMMUNICATION IS KEY TO SUCCESS





KYLE G. INGHAM
EXECUTIVE DIRECTOR
PANHANDLE REGIONAL PLANNING COMMISSION

- KINGHAM@THEPRPC.ORG
- (806) 372-3381

**DISCLOSURE NOTE: DUSTIN MEYER, LOCAL GOVERNMENT SERVICES DIRECTOR, FINISHED THE PROJECT AND WAS UNABLE TO ATTEND THE NADO CONFERENCE – DMEYER@THEPRPC.ORG*