

**OFFICE OF THE COUNTY ADMINISTRATOR**

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September 2, 2014

TO: Board of Supervisors  
FROM: Dee F. Bruemmer, County Administrator  
RE: Review of Strategic Actions

In August, the Board met with Department Heads and staff to work on updating the county strategic plan. Attached is the summary that was put together by Dan Ebener our facilitator. The 17 page document is broken out into four sections. In Tuesday's discussion, I would like us to focus on the last two sections of new ideas and develop action plans. Through our discussion I would like to edit the list and bring back a plan that we can begin to attach lead staff and timelines for completion and to use for the upcoming budget process. Also if there appears items that as a Board member you would like to see added to the plan this review would be the best opportunity to share them.

# Strategic Planning Session

Scott County, Iowa

August 5, 2014

## Agenda

1. Reflection on PRIDE Statement
2. Internal and External Assessment
3. Generate New Ideas
4. Develop Action Plan

# ***1. Reflections on P.R.I.D.E. Statement***

## **PROFESSIONALISM**

- Integrity
- Doing it right
- Job Knowledge/training
- Patience
- Listening, while not reacting
- Professional appearance
- Confidence
- Responsive to the needs of the county
- Honesty
- Doing it without prejudice
- Keeping up with job knowledge and laws/certifications
- Empathy, not getting annoyed
- Due process
- Need for passion and compassion
- Humility
- Work ethics
- Willing to be open change/reflective
- Look at bench marking
- Participation in professional organizations
- Fairness and equity
- Advocacy
- Leadership: by example
- Treat others as you want to be treated
- Leadership and cooperation
- Emotional intelligence
- Positive attitude and work environment
- Mutual respect
- Collaboration among departments

## RESPONSIVENESS

- Get back- return phone calls
- Without delay: within 24 hours
- Clarity of question
- Know the constituency
- Hand-off is not enough: follow-up
- Closure
- Empathy- be understanding of problem even if you have no solution/ tactful
- Follow up- and- follow through
- Look at process through customer's view
- Requires thoughtfulness and action
- Must have effective processes in place to respond appropriately
- Engaging/utilizing ALL staff/resources
- Proactive as opposed to reactive
- Use of technology to provide access
- Look at more areas to get out what the County does to the community
- Customer- education through learning opportunities while speaking to staff

# INVOLVEMENT

- Including employee ideas
- Engaging public and employees
- Encourage participation
- Can't operate in a vacuum; open discussion in staff meetings
- Collaboration and alignment with regional vision
- Stepping outside your normal comfort zone
- Community involvement and volunteerism: serving on advisory councils and state committees
- Internal Communication
- Being seen as a leader/owning problems
- Cooperation/Internal-External
- Find it/ Share it
- Understanding and being involved with the goals of the County!
- Community pride
- Acknowledge there may be another way
- Diversity and inclusion in all things

# DEDICATION

- 24 X 7 X 365 availability
- Interdepartmental cooperation
- Willing to extend beyond defined duty
- Loyalty, commitment
- Understanding customer service
- Desire to serve the public
- Take the extra step
- Dedication to the team- ownership (personal)
- Attention to detail
- Immediate follow through
- Put other's needs ahead of your own- selflessness
- Be present- be engaged- and be on time
- Desire to excel
- Passionate about serving the public and delivery of product
- Continuing education and professional certification
- Strive to be on the cutting edge
- Educate the public and rationale for rules and regulations

# EXCELLENCE

- To do your best
- Exceeding high expectations
- Superior customer service
- Knowledgeable staff and competent (about internal and external resources)
- Emphasis on training and standards lead to good end product
- Distributing accurate information
- Being dependable and reliable
- Using technology to its full extent
- Devoted to continuous improvement/embracing change
- Knowledge of customers wants and needs- then meeting or exceeding it
- Recognize accreditation
- Setting an example for people to follow- how other cities and counties view us!
- Attention to detail- accuracy the first time
- Group knowledge (collaboration) is best
- Best outcome for greatest amount of people
- Feedback loops

## 2. Internal and External Assessment

### Summary of Question # 1

(From both the Focus Group Report and Interview Report)

### Internal Changes since 2011

- ❖ ERP and going paperless
- ❖ Mental Health Regionalization
- ❖ Emergency Medical Services Study
- ❖ Technical Advancements
- ❖ Staff is more Adaptive/Embrace Change
- ❖ Communication has improved
- ❖ More financially stable
- ❖ More collaboration between departments and counties
- ❖ Urban County Coalition



# Summary of Question # 4

## Political Trends

- ❖ Urban County Coalition- Positive Collaboration
- ❖ Upcoming Election
- ❖ State and Federal Implications
  - Mandates
  - Funding
  - Priorities
  - ACA rollout
  - Ineffective federal leadership/no collaboration
- ❖ Polarization
  - Lack of citizen knowledge
- ❖ Shifting costs vs. Cutting wasteful spending

## Summary of Question # 5

### Economic Trends

- ❖ Continuing competition for business and jobs
- ❖ We are not prepared for a major industrial certified site
- ❖ Minimum wage is not a livable wage
- ❖ The poor are hidden from many of the economic statistics
- ❖ Put whole county on same page for development

## Summary of Question # 6

### Social/Demographic Trends

- ❖ Increase in people needing County Services.
- ❖ Increase costs due to unfunded State and Federal mandates.
- ❖ Rural/small town expectation of Urban-level services.
- ❖ Vocal Minority

# Summary of Question #7

## Technological Trends

- ❖ Technology is ever changing, departments need time to re-act and plan
- ❖ Technology is expensive: Can we keep up with it?
- ❖ More user friendly
- ❖ Becoming paperless
- ❖ Information is always available
- ❖ More information out.....
  - Different Levels of User
    - T.V.
    - Facebook
    - Twitter
    - Web
  - Know your Users
    - Baby Boomers
    - Generation X
    - Generation Y
    - Millennials
- ❖ Technology
  - Utilize web more
  - Converting paper
  - Social Media
  - Accessibility
  - Efficiency

# Summary of Question #8

## External Opportunities

- ❖ Collaboration with smaller communities, cities, businesses, chamber, local colleges
  - 28E/Roads
  - Sharing services
- ❖ Collaboration through the Regional Vision
- ❖ Regionalization
- ❖ Marketing
  - Economic Development
  - Expand tax base
  - Tell our story through social media
- ❖ Representing local issues at state
  - Mental Health
  - Funding

## Summary of Question #9

### External Threats

- ❖ Funding- loss/lack of
- ❖ Elections- change in leadership
- ❖ Perception of “Government”
- ❖ Unrealistic expectations of “county” government
- ❖ Dysfunction at different government levels
- ❖ Unfunded state mandates
- ❖ Increasing number of working poor
- ❖ Lack of affordable housing
- ❖ Being competitive with wages

### **3. Generate New Ideas**

#### **EXTEND OUR RESOURCES (New Ideas)**

- Determine costs associated with Lost Grove Lake Involvement
- New and improved amenities in Conservation that draw enthusiasm
- Seek family oriented investment/attraction
- Buildings- Patrol/Courthouse/Secondary Roads
- Update Technology Master Plan
- Facilitate opportunities for local communities to improve their economy by finding resources and professional assistance
- Fleet management plan
- Facilitate collaboration of small town governments in technology
- Targeted investment task forces

#### **IMPROVE COMMUNICATION (New Ideas)**

- EDMS-greater access to information
- Develop better website
- When I say “Quad” you say “Cities”
- PAFR- Popular Annual Financial Report
- Prepare for on-line voter registration
- Capital projects with good selling plan
- Marketing Plan- internal/external

## FOSTER HEALTHY COMMUNITIES (New Ideas)

- Collaboration among all communities to create connectivity among all recreation parks and trails in Scott County, (including Scott County parks)
- Regionalization of aging agencies
- Crisis stabilization continuum
- Transportation mental health
- Revamp healthy lifestyles program/reengage employees
- Help local communities improve local economies by finding resources
- Seek family oriented attractions/investments
- Capitalize on current trails and parks through social media
- Lead abatement/minimum housing
- Health in all policies
- Community transformation/Be Healthy Quad Cities



## 4. Develop Action Plan

### EXTEND OUR RESOURCES (Action Plan)

- Align whatever we do with the Regional Vision
- Assist communities understand and leverage opportunities of Lost Grove Lake
- Continue to implement space plan and leverage additional programmatic opportunities
- Implement Fleet Management Plan and resulting synergies
- Update technology master plan- departments/offices/component units
- Implement Electronic Data Management through departmental collaboration
- Improve cost recovery
- Create Targeted Investment Task Forces
- Continue to Invest in People through professional development
- Lead effort to create forums for collaboration between small communities for economic development and for improved technology capabilities

## IMPROVE COMMUNICATION (Action Plan)

- Website update project
  - Departments can contribute their own ideas and organization/intranet & extranet
- EDMS for greater accessibility
- A diverse plan for public communication: a centralized Voice. Ex. Popular Annual Financial Report
- A “Sell Scott County” marketing plan.
- Internal education on PRIDE, Mission Statement and Goals
- Recreate the community aspect of Healthy Lifestyles

## FOSTER HEALTHY COMMUNITIES (Action Plan)

- Mental Health
  - Implementing new services
    - Jail issues
    - Pilot Project- transportation
    - Crisis Services
    - Collaboration with senior service providers and state agencies
- Be Healthy Quad Cities Policy Issues
  - Advance the initiative
  - Trail Connectivity
  - Employee Wellness
  - ACA Enrollment
  - Regional Vision
- Medic/EMS-Policy Issues/Recommendations
- Lead Abatement
  - Collaborate for funding
- Health in all policies
- Expand Juvenile Services

8-20-14