

STRATEGIC PLAN

2017 → 2022 → 2032



Scott County, Iowa
March 2017

Item #24
6/27/17



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STRATEGIC PLANNING FOR SCOTT COUNTY

Strategic Planning Model for the Scott County

Value-based principles that describe the preferred future in 15 years

VISION

**Destination
“You Have Arrived”**

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

**Map
“The Right Route”**

Focus for one year – a work program: Policy Agenda for Board of Supervisors, Management Agenda for staff; Major Projects

EXECUTION

**Itinerary
“The Right Direction”**

Principles that define the responsibility of County government and frame the primary services – core service businesses

MISSION

**Vehicle
“The Right Bus”**

Personal values that define performance standards and expectations for employees

CORE BELIEFS

**Fuel
“The Right People”**

SCOTT COUNTY VISION 2032

Scott County Vision 2032

SCOTT COUNTY 2032
is a *GREAT PLACE TO LIVE* ⁽¹⁾
and a
***GREAT PLACE FOR BUSINESS* ⁽²⁾.**



SCOTT COUNTY 2032
is a
***SAFE COMMUNITY* ⁽³⁾,**
a
***HEALTHY COMMUNITY* ⁽⁴⁾**
and a
***LIVEABLE COMMUNITY FOR ALL* ⁽⁵⁾.**

Scott County Vision 2032

PRINCIPLE 1

GREAT PLACE TO LIVE

► Means

1. Great county parks with a variety of venues
2. Well built, well maintained county roads that facilitate movement in Scott County and the region
3. Managing and planning for growth within municipalities
4. Positive activities for youth
5. Preservation of agricultural land
6. Range of housing choices and living styles throughout Scott County
7. Preferred place to live in the Quad Cities
8. Trail system connecting county and municipal parks and community destinations
9. Preservation and promotion of Scott County's history and heritage

PRINCIPLE 2

GREAT PLACE FOR BUSINESS

► Means

1. Strong, diverse regional economy
2. Workforce development for 21st century job opportunities partnering with schools and community college
3. Expanded agriculture and agri-related businesses
4. Strong working partnerships with Quad Cities 1st, municipalities, business community and Scott County government to promote economic growth and business investment
5. Industrial/business park available for new businesses or expansion of current businesses – Eastern Iowa Industrial Center
6. Expanded manufacturing and advanced manufacturing businesses
7. Maintained/expanded Rock Island Arsenal
8. Support for small business development and entrepreneurs
9. Infrastructure improved to support business investment

PRINCIPLE 3

SAFE COMMUNITY

► Means

1. Strong working partnership among law enforcement agencies
2. Effective jail population management
3. Effective countywide emergency communications system
4. Strong working relationship among fire service providers
5. Effective emergency management preparation, response and recovery
6. Timely response to an emergency call for service
7. Residents and the community involved and sharing responsibility to make Scott County safe
8. Community support for law enforcement agencies
9. Quality, coordinated EMS throughout the County

PRINCIPLE 4

HEALTHY COMMUNITY

► Means

1. Quality air and water
2. Quality hospital serving the needs of the community
3. Clinics to serve vulnerable populations
4. Strong partnership among public and private healthcare providers
5. Timely access to mental health services
6. Elimination of lead paint problems
7. Proactive preventive health programs and services
8. Helping residents to make healthily life choices through effective educational programs

PRINCIPLE 5

LIVABLE COMMUNITY FOR ALL

► Means

1. Effective, expanded mental health programs and services responding to community needs
2. Variety of job opportunities for residents
3. Convenient public transportation system(s) serving the needs of residents
4. Strong working partnerships with community-based organizations, faith-based institutions and Scott County government
5. Effectively addressing chronic homeless issues with shelters and services
6. Fair, equitable county services and programs

SCOTT COUNTY GOVERNMENT: MISSION AND CORE VALUES

Scott County Government: Mission

SCOTT COUNTY GOVERNMENT

**is dedicated to Protecting, Strengthening and Enriching
our Community by delivering Quality Services and
providing Leadership with P.R.I.D.E.**

Scott County Government: Core Values

SCOTT COUNTY GOVERNMENT: SERVICE WITH P.R.I.D.E.

We Serve the Citizens with:

Professionalism	Doing it Right
Responsiveness	Doing it Now
Involvement	Doing it Together
Dedication	Doing it with Commitment
Excellence	Doing it Well

SCOTT COUNTY PLAN FOR 2017 – 2022

Scott County Goals for 2017-2022

FINANCIALLY RESPONSIBLE COUNTY GOVERNMENT

LOCAL AND REGIONAL ECONOMIC GROWTH

**HIGH PERFORMING ORGANIZATION =
EXCEPTIONAL COUNTY SERVICES**

GREAT PLACE TO LIVE

Goal 1

Financially Responsible County Government

OBJECTIVES

1. Deliver County services in the most efficient, cost effective manner
2. Have adequate resources for defined County services and programs
3. Serve as responsible stewards of County finances and resources
4. Maintain/reduce the County tax rate
5. Invest in the maintenance and future expansion of County buildings, facilities and roads
6. Have affordable, responsible compensation and benefits for County employees

VALUE TO RESIDENTS

1. Service value for County taxes and fees
2. County acting as responsible stewards of finances and services
3. Efficient delivery of County services
4. Balancing the needs of today while investing in the County's future
5. Expanding resources through partnership and grants
6. County employees having the resources to provide exceptional County services

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Addressing the impacts of “backfill”
2. Reducing the costs of service delivery
3. Tax cap and funding for mental health services
4. Future State of Iowa mandates, financial restrictions and changing service responsibilities
5. Differing views on County “core” service responsibilities
6. Determining who should pay for services and programs – degree of subsidy
7. Working with municipalities to reduce the cost of services through collaboration
8. Providing and funding for services to residents that are vulnerable or who have special needs
9. Anti-tax climate while increase demand for County services

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing and funding for competitive compensation and benefit packages
2. Deferred maintenance and aging county facilities and infrastructure
3. Changing relationship with federal government and the impacts on County services and finances – fewer grants, more earmarks
4. Increasing costs of county service delivery and construction projects: healthcare, materials, etc.

POLICY ACTIONS 2017

- | | | |
|---|--|--------------|
| 1. SECC Radio System | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Commercial Backfill/Equalization Strategy and Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Comprehensive Salary and Benefits Study | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 4. Mental Health Funding: Policy Strategy | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 5. Core County Service Inventory/Report | <table border="1"><tr><td>Mod Priority</td></tr></table> | Mod Priority |
| Mod Priority | | |
| 6. Healthcare Cost Containment Strategy | <table border="1"><tr><td>Mod Priority</td></tr></table> | Mod Priority |
| Mod Priority | | |

MANAGEMENT ACTIONS 2017

- | | | |
|-------------------------------------|---|---------------|
| | <p>PRIORITY</p> | |
| 1. Risk Management Policy: Update | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Credit Card Policy/Process | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Purchase Card Vendor Procurement | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT IN PROGRESS 2017

1. Tax Deed Auction
2. Per Diem Outside County: (Evaluation Board Decision: 5/17)
3. Asset Management Supporting Software Transition
4. Annual Financial Audit
5. PAFR
6. SECC Communication Equipment: Bond 2009 Refinancing
7. Pension: Monitoring, Legislative Advocacy
8. Parks ADA Compliance Plan: Project Application

MAJOR PROJECTS 2017

1. 6B Liberty Bridge
2. Annual Paving Projects (Pavement Preservation)
3. Annual Roadside Vegetation Management Projects
4. 33B Allens Grove Bridge
5. Walkway Connecting Courthouse to Administration Building
6. Wastewater Treatment Plant Replacement
7. 4E Sheridan Bridge
8. 27H Le Claire Bridge
9. 102nd Pavement and Widening
10. 52nd Avenue Pavement

ON THE HORIZON 2018 – 2022

1. Information Technology Assessment/Plan
2. Contract for Service Delivery Report
3. Golf Course Evaluation
4. Purchasing Policy – “Buy Local”
5. Road Preservation/Stabilization Program: Enhance Service Level,
Funding
6. Jail Staffing Analysis, Plan, Funding

Goal 2

Local and Regional Economic Growth

OBJECTIVES

1. Expand the County tax base and revenues through economic growth and business investment
2. Partner with/support schools and colleges in preparing a workforce for 21st century job opportunities
3. Partner with/support municipalities in local economic development projects and investments
4. Expand agricultural related businesses in Scott County
5. Support the retention and growth of current Scott County businesses
6. Attract new major businesses to Scott County – headquarters, regional offices, major production plants
7. Have industrial/commercial land available for business investment with adequate infrastructure

VALUE TO RESIDENTS

1. More diverse tax base with less burden on the individual property owner
2. County revenues to support current or expanded services responsive to the needs of Scott County residents
3. Business finding Scott County a great place to have and grow a business - reputation as “business friendly”
4. Opportunities to start and grow a business in Scott County
5. Job opportunities need home - more personal and leisure time

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Expanding agriculture and agri-related businesses
2. Defining the County role and the relationships with economic development partners
3. Establishing County policies for economic development and incentives for business investment, including funding
4. Having land available for business investment
5. Developing and enhancing the information technology infrastructure
6. Attracting advanced manufacturing to the Quad Cities
7. Future BRAC and the impact on the Quad Cities

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Marketing the region and Scott County to the world
2. Business expectations of partnerships and incentives
3. Balancing regional economic growth vs. local Scott County economic growth
4. Differing views on government's role in economic development and public – private partnerships
5. Uncertain global and national economy

POLICY ACTIONS 2017

1. County Economic Development Policy, Role, Incentive, TIF
2. Industrial Park Development

PRIORITY

High Priority

High Priority

MANAGEMENT IN PROGRESS 2017

1. GDRC

ON THE HORIZON 2018 – 2022

1. Economic Development Summit

Goal 3

High Performing Organization = Exceptional County Services

OBJECTIVES

1. Have effective management and employee succession planning and program
2. Increase residents understanding of Scott County government – policies, plans, services, finances, programs, and value to daily life
3. Value creative thinking and innovative decision making throughout the County organization
4. Have County government working as a team that effectively uses the available resources
5. Have easy access to County information and services
6. Collaborate with other governments in the Quad Cities in service delivery

VALUE TO RESIDENTS

1. Easy access to County information and services
2. Great customer service with every contact with County government
3. County government responsive to the needs of the community and residents
4. Service value for taxes and fees
5. County employees “owning” and taking responsibility for their decision and actions
6. Pride in County buildings, facilities and roads

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Maintaining the sense of County Team – Board of Supervisors, Elected Officials, Administration, and all County Employees working together as a high performing team
2. Attracting potential employees that share our values – “Service with P.R.I.D.E.
3. Understanding the needs of County residents and businesses
4. Increasing regulatory complexity and compliance
5. Protecting information security and potential cyber attacks
6. Planning for the upcoming retirements of the mature County managers and employees
7. Differing organizational cultures – County and municipalities
8. Prioritizing future ECM projects

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Growing anti-government attitude by some residents – national lack of trust and confidence in government
2. Finding the next generation of public employees
3. Differing definitions of the mission and service responsibilities of County government
4. Addressing misinformation and inaccurate information about Scott County government
5. Lack of teamwork and trust among the Board of Supervisors
6. Inconsistent application of Board policies by department
7. Changing expectations of citizen transparency and access to government
8. Sites for election equipment and training
9. Potential changes in Board membership

POLICY ACTIONS 2017

1. Emergency Management Plan
2. Audio/Visual Recording
3. County Campus Security Audit/Plan
4. Small Town Technology Strategy/Action Plan
5. County Communications Plan
6. Information Security Assessment Report/Action Plan

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |
| Mod Priority |

MANAGEMENT ACTIONS 2017

1. Management/Employee Succession Planning/Program
2. Business Continuity of Operation Plan
3. Fleet Management Plan
4. Election Equipment and Space
5. HIPPA Assessment and Policy/Process
6. FSS Custodial Staff for Jail
7. Video Surveillance Storage: Direction, Funding
8. Electronic Content Management

PRIORITY

- | |
|---------------|
| Top Priority |
| Top Priority |
| Top Priority |
| High Priority |

MANAGEMENT IN PROGRESS 2017

1. Field GIS Data Collection Apps
2. Microsoft Hosted email Conversion
3. Arc GIS Desktop/Arc Server: Updates
4. NG 911 Statewide Data Model – Standardized Data Submittal Process
5. Website Platform Expansion/Drupal Multi Site/Domain Access
6. Health Confidentiality Procedure/Policy: Revision, Training
7. Recruitment Process: Improvements
 - a) Deputy Sheriff
 - b) Correction Officers
8. Telephone System: Upgrade
9. County Employee Internet: Update
10. IT Tech Coordinator Position (Sheriff’s Office Support)
11. Website Distributed Content Contribution: Implementation
12. Family Team Decision Making (FTDM) Program: Implementation
13. Detention Screening Tool: Implementation, Training
14. Planning Co Zo Spring Conference
15. Regional Aerial Photo
16. Hazard Mitigation Plan: Update (Board Decision: Adoption)
17. I.T. Service Desk Review
18. Administrative Policies: Review
19. Sheriff Website Update

MANAGEMENT IN PROGRESS 2017

(Continued)

20. Jail with Programs/Efficiency (Cutting Edge)
21. Civil Process Service
22. Jail Video Project: Direction, Funding
23. Weekend Violators Program: Plan, Implementation
24. Leadership Summit
25. Desktop PC Replacement
26. Drug Conspiracy Arrests
27. One Year Title Records: Scanned
28. Prison Rape Elimination Audit
29. ERP Implementation: User Advisory Group
 - Human Resource Training
 - Business Analytics
30. Deputy County Medical Examiners
31. Subscription Service: Tax Sale Certificates Online
32. Parcel Query/Web GIS Updates
33. New Election Equipment

MAJOR PROJECTS 2017

1. Planning and Development Relocation
2. Sheriff Patrol Headquarters
3. Juvenile Detention Expansion
4. CCTV Expansion: Administrative Center, Juvenile Detention, Jail, Sheriff Patrol
5. Administrative Center Carpet Replacement
6. Jail Carpet Replacement

ON THE HORIZON 2018 – 2022

1. New Court Room (3rd Floor)
2. Community Outreach and Engagement Strategy
3. Sheriff Training Room

Goal 4

Great Place to Live

OBJECTIVES

1. Connect County trails to County parks and some municipal parks
2. Preserve/enhance the natural resources and environment of Scott County
3. Partner to provide a timely, appropriate response for an emergency call or a natural disaster
4. Have quality roads that facilitate mobility throughout the County and the region
5. Have top quality County parks
6. Maintain a safe community for all – “Safest Large County in Iowa”
7. Have County land and master plans used in guiding and managing growth in Scott County

VALUE TO RESIDENTS

1. Feeling safe and secure – at home, and throughout the County
2. Range of quality leisure and recreational choice near home
3. Easy movement throughout Scott County with predictable travel times
4. Range of housing and living style choices within Scott County
5. County prepared for, able to respond to and recover from a natural disaster or major emergency situation
6. Greater access to the river and water

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Changing environment for law enforcement
2. Funding for the maintenance and upgrading County parks
3. Changes in MH region – revised 28e, HIPAA policies, websites, etc.
4. Increasing number of residents with special needs or circumstances
5. Working with the community to create a safe Scott County
6. Increasing cyber crimes impacting residents
7. Collaborating to expand trail connectivity to parks and other community destinations

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Reduced funding and services for mental health
2. Expanding the amenities and venues at County parks
3. Changing recreational and leisure patterns by generations
4. Competition among municipalities
5. Keeping Scott County affordable for families and young professionals
6. Financial position of EMS MEDIC endangered by changing transportation volumes and reimbursement challenges
7. Tapping the potential recreational/leisure uses of the Mississippi River
8. Funding for trail maintenance and expansion
9. Impacts of changes in or the repeal of the Affordable Care Act
10. Havoc caused by Managed Care Organization (MCO's) delayed payments, denying payments – potential county funding
11. Lack of affordable housing and transportation services

POLICY ACTIONS 2017

1. Lead Abatement
2. Trail Connectivity Plan
3. Future Land Use Map
4. Rural Residential/Building Ordinance/Guidelines
5. Mental Health Direction
6. Minimal Property Maintenance Standards: Ordinance/Enforcement

PRIORITY

High Priority
High Priority
High Priority
High Priority

MANAGEMENT ACTIONS 2017

1. Parks Master Plan: Update
2. Building Codes: Adoption

PRIORITY

MANAGEMENT IN PROGRESS 2017

1. Practice Fusion Electronic Health Records
2. HIV Testing and Outreach Program: Expansion
3. GPS Ankle Monitoring (with other Counties) – Contract
4. Public Health Preparedness Funding Model: Transition
5. County’s Mass Fatality Management Plan Update (to FEMA Standards)
6. Sex Offender Registration: Modification
7. CHC Transition: WIC and Breastfeeding Peer Counseling Contracts
8. Housing Council Resources Director: Hired
9. Maternal Health Program: Implementation
10. Food Inspection Program – FDA’s Voluntary National Retail Food Regulatory Program Standards
11. Cleona Demolition
12. “Super Users”: Evaluation, Action Plan
13. Community Services Network: Update
14. Debit Cards for Protective Payee Program: Evaluation, Revision
15. Community based crisis services with Robert Young Center (RYC)
16. Representative Payee Program: Staff Hired
17. Evidence Based Practices: Implementation
18. Third Party Permit Software/ECM

MAJOR PROJECTS 2017

1. Pool Entrance/Staff Area: Renovation
2. 4 – Season Shelter
 - a) Design
 - b) Construction
3. Cabins
 - a) 2017
 - b) 2018
4. West Lake Park Lake Restoration
5. Campground: Design

ON THE HORIZON 2018 – 2022

1. Westlake Matching Dollars
2. SOAR Process Expansion: Direction, Funding
3. Guardianship/Conservatorship Program Expansion: Direction, Funding
4. Wapsi Center Program and Facility Assessment
5. Crime Free Multi-Family Housing Action Plan
6. Multi-Family Housing Development Regulations

SCOTT COUNTY ACTION AGENDA 2017

Scott County Policy Agenda 2017

TOP PRIORITY

SECC Radio System

Commercial Backfill/Equalization Strategy and Plan

Comprehensive Salary and Benefits Study

Mental Health Funding: Policy Strategy

Emergency Management Plan

HIGH PRIORITY

Lead Abatement

County Economic Development Policy, Role, Incentives, TIF

Audio/Visual Recording

Industrial Park Development

Trail Connectivity Plan

Future Land Use Map

Rural Residential/Building Ordinance/Guidelines

MODERATE PRIORITY

Core County Service Inventory/Report

Healthcare Cost Containment Strategy

County Campus Security Audit/Plan

Scott County Management Agenda 2017

TOP PRIORITY

Management/Employee Succession Planning/Program

Risk Management Policy: Update

Business Continuity of Operation Plan

Fleet Management Plan

HIGH PRIORITY

Credit Card Policy/Process

Purchase Card Vendor Procurement

Election Equipment and Space

Parks Master Plan: Update

Scott County Management in Progress 2017

Tax Deed Auction

Per Diem Outside County

Asset Management Supporting Software Transition

Annual Financial Audit

PAFR

SECC Communication Equipment: Bond 2009 Refinancing

Pension: Monitoring, Legislative Advocacy

Parks ADA Compliance Plan: Project Application

GDRC

Field GIS Data Collection Apps

Microsoft Hosted email Conversion

Arc GIS Desktop/Arc Server: Updates

NG 911 Statewide Data Model – Standardized Data Submittal Process

Website Platform Expansion/Drupal Multi Site/Domain Access

Health Confidentiality Procedure/Policy: Revision, Training

Recruitment Process: Improvements
Telephone System: Upgrade
County Employee Internet: Update
IT Tech Coordinator Position
Website Distributed Content Contribution: Implementation
Family Team Decision Making (FTDM) Program: Implementation
Detention Screening Tool: Implementation, Training
Planning Co Zo Spring Conference
Regional Aerial Photo
Hazard Mitigation Plan: Update
I.T. Service Desk Review
Administrative Policies: Review
Sheriff Website Update
Jail with Programs/Efficiency
Civil Process Service
Jail Video Project: Direction, Funding
Weekend Violators Program: Plan, Implementation
Leadership Summit
Desktop PC Replacement
Drug Conspiracy Arrests

One Year Title Records: Scanned
Prison Rape Elimination Audit
ERP Implementation: User Advisory Group
Deputy County Medical Examiners
Subscription Service: Tax Sale Certificates Online
Parcel Query/Web GIS Updates
New Election Equipment
Practice Fusion Electronic Health Records
HIV Testing and Outreach Program: Expansion
GPS Ankle Monitoring (with other Counties) – Contract
Public Health Preparedness Funding Model: Transition
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Housing Council Resources Director: Hired
Maternal Health Program: Implementation
Food Inspection Program – FDA’s Voluntary National Retail Food Regulatory Program Standards
Cleona Demolition

“Super Users”: Evaluation, Action Plan
Community Services Network: Update
Debit Cards for Protective Payee Program: Evaluation, Revision
Community Based Crisis Services with Robert Young Center (RYC)
Representative Payee Program: Staff Hired
Evidence Based Practices: Implementation
Third Party Permit Software/ECM

Scott County Major Projects 2017

6B Liberty Bridge

Annual Paving Projects

Annual Roadside Vegetation Management Projects

33B Allens Grove Bridge

Walkway Connecting Courthouse to Administration Building

Wastewater Treatment Plant Replacement

4E Sheridan Bridge

27H Le Claire Bridge

102nd Pavement and Widening

52nd Avenue Pavement

Planning and Development Relocation

Sheriff Patrol Headquarters

Juvenile Detention Expansion

CCTV Expansion: Administrative Center, Juvenile Detention, Jail, Sheriff Patrol

Administrative Center Carpet Replacement

Jail Carpet Replacement
Pool Entrance/Staff Area: Renovation
4 – Season Shelter
Cabins
West Lake Park Lake Restoration
Campground: Design

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES
THAT THIS RESOLUTION HAS BEEN FORMALLY
APPROVED BY THE BOARD OF SUPERVISORS ON

DATE

SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

June 29, 2017

APPROVAL OF 2017- 2022- 2032 SCOTT COUNTY STRATEGIC PLAN

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

- Section 1. That the 2017-2022-2032 Strategic Plan: The Scott County Vision 2032, the Scott County Government Mission and Core Values, the Scott County Goals for 2017-2022 and the Scott County Action Agenda 2017 as developed during Scott County's Strategic Planning Session in March 2017 with Lyle Sumek Associates, Inc. were presented to the Board of Supervisors and Department Heads by the County Administrator.
- Section 2. That these items as presented are hereby approved.
- Section 3. This resolution shall take effect immediately.