

**TENTATIVE AGENDA**  
**SCOTT COUNTY BOARD OF SUPERVISORS**  
**December 9 - 13, 2019**

**Tuesday, December 10, 2019**

**Committee of the Whole - 8:00 am**  
**Board Room, 1st Floor, Administrative Center**

- \_\_\_ 1. Roll Call: Beck, Knobbe, Croken, Kinzer, Maxwell

**Presentation**

- \_\_\_ 2. Presentation of PRIDE for years of service..... 9:00 a.m. (Item 2)
- \_\_\_ 3. Welcoming of new employees.
- \_\_\_ 4. Recognizing the retirements of Denny Coon and Stuart Scott with the Health Department, Don Barton with the Sheriff's Office, and Jon Burgstrum with Secondary Roads. (Item 4)
- \_\_\_ 5. Presentation of PRIDE Recognition for Employee of the Quarter.

**Facilities & Economic Development**

- \_\_\_ 6. Annual re-adoption of the Master Matrix for County review of State construction permits for Confined Animal Feeding Operations (CAFO). (Item 6)
- \_\_\_ 7. Administrative Center exterior reclad and window replacement project. (Item 7)

**Human Resources**

- \_\_\_ 8. Staff appointments. (Item 8)

**Health & Community Services**

- \_\_\_ 9. Tax suspension request. (Item 9)

**Finance & Intergovernmental**

- \_\_\_ 10. Partial abatement of property taxes for Women's Choice Center. (Item 10)
- \_\_\_ 11. Worker's Compensation payment. (Item 11)
- \_\_\_ 12. Board appointments. (Item 12)

\_\_\_ 13. Baker Tilly for FY 19 Audit Presentation.

**Other Items of Interest**

\_\_\_ 14. Scott County Strategic Plan for FY2021 and FY2022. (Item 14)

\_\_\_ 15. FY20 Urban County Coalition Legislative Priority Issues. (Item 15)

\_\_\_ 16. Adjourned.

Moved by \_\_\_\_\_ Seconded by \_\_\_\_\_

Ayes

Nays

**Thursday, December 12, 2019**

**Regular Board Meeting - 5:00 pm  
Board Room, 1st Floor, Administrative Center**

**HUMAN RESOURCES DEPARTMENT**  
600 W. 4<sup>th</sup> Street  
Davenport, Iowa 52801-1030

Ph: (563) 326-8767 Fax: (563) 328-3285  
www.scottcountyiowa.com  
Email: hr@scottcountyiowa.com



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November 25, 2019

TO: Mary Thee  
Assistant County Administrator

FROM: Hiliary McKay  
Human Resources Generalist

RE: YEARS OF SERVICE RECOGNITION CEREMONY

The following is a list of individuals who will be recognized for years of service on **Tuesday, December 10, 2019 at 9:00 a.m.** through the recognition program.

Employee	Department	Date of hire	Years of Service
Alyssa Alcalá	FSS	08/04/04	Five
Anna Copp	Health	11/10/14	Five
Angela Goettig	Treasurer	10/13/14	Five
Felicia Haakenson	Sheriff	08/04/14	Five
Philip Jones	Sheriff	12/08/14	Five
Amber Sullivan	Conservation	12/16/14	Five
Kimberly Tate	Sheriff	12/08/14	Five
Kelly Lutz	Auditor	10/19/09	Ten
Tara Dinneweth	Sheriff	12/09/04	Fifteen
Chris Hagedorn	Sheriff	05/06/04	Fifteen
Neika Harms	JDC	11/17/04	Fifteen
Roosevelt Miller	FSS	04/25/04	Fifteen
Debra Olesen	Health	12/27/04	Fifteen
Tiffany Tjepkes	Health	12/06/04	Fifteen
Matthew Willis	Conservation	11/17/04	Fifteen
Joel Serrano	Sheriff	10/25/99	Twenty
Brenda Baumunk	Attorney	11/03/89	Thirty
Mindy Carpenter	Recorder	11/26/79	Forty

**HUMAN RESOURCES DEPARTMENT**  
600 W. 4<sup>th</sup> Street  
Davenport, Iowa 52801-1030

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www.scottcountyiowa.com  
Email: hr@scottcountyiowa.com



November 25, 2019

TO: Mary Thee  
Assistant County Administrator

FROM: Hiliary McKay  
Human Resources Generalist

RE: RETIREMENT RECOGNITION

The following employee(s) will be recognized for their retirement from Scott County on **Tuesday, December 10, 2019.**

Employee	Department	Date of hire	Retirement Date
Dennis Coon	Health	02/08/93	11/15/19
Stuart Scott	Health	07/09/90	12/02/19
Donald Barton	Sheriff	07/28/99	12/06/19
Jon Burgstrum	Secondary Roads	12/02/96	12/31/19

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

December 12, 2019

RECOGNIZING DENNIS COON'S RETIREMENT  
FROM THE HEALTH DEPARTMENT

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

Section 1. That said Board of Supervisors does hereby recognize the retirement of Dennis Coon and conveys its appreciation for 26 years of faithful service to Scott County.

Section 2. This resolution shall take effect immediately.

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

December 12, 2019

RECOGNIZING STUART SCOTT'S RETIREMENT  
FROM THE HEALTH DEPARTMENT

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

Section 1. That said Board of Supervisors does hereby recognize the retirement of Stuart Scott and conveys its appreciation for 29 years of faithful service to Scott County.

Section 2. This resolution shall take effect immediately.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
THAT THIS RESOLUTION HAS BEEN FORMALLY  
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\_\_\_\_\_  
DATE

\_\_\_\_\_  
SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

December 12, 2019

RECOGNIZING DONALD BARTON'S RETIREMENT  
FROM THE SHERIFF'S OFFICE

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

Section 1. That said Board of Supervisors does hereby recognize the retirement of Donald Barton and conveys its appreciation for 20 years of faithful service to Scott County.

Section 2. This resolution shall take effect immediately.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
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DATE

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SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

December 12, 2019

RECOGNIZING JON BURGSTRUM'S RETIREMENT  
FROM THE SECONDARY ROADS DEPARTMENT

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

Section 1. That said Board of Supervisors does hereby recognize the retirement of Jon Burgstrum and conveys its appreciation for 23 years of faithful service to Scott County.

Section 2. This resolution shall take effect immediately.



**PLANNING & DEVELOPMENT**

500 West Fourth Street  
Davenport, Iowa 52801-1106  
E-mail: [planning@scottcountyiaowa.com](mailto:planning@scottcountyiaowa.com)  
Office: (563) 326-8643 Fax: (563) 326-8257



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Timothy Huey  
Director

To: Mahesh Sharma, County Administrator

From: Timothy Huey, Planning Director

Date: December 3, 2019

**Re: Annual Re-Adoption of Master Matrix for review of Confined Animal Feeding Operations (CAFO)**

Seventeen years ago the Board of Supervisors first adopted the Master Matrix to allow Scott County's participation and input in the application process for new or expanded animal confinement feeding operations. Such operations which exceed certain capacity thresholds in Scott County are reviewed by the County to ensure that they meet state requirements for approval of a state construction permit. The IDNR rules require that a county annually adopt a construction evaluation resolution and submit it in the month of January to the State DNR to ensure continued participation. In order to be able to evaluate proposed sites for large confinement facilities submitted in 2020, counties must adopt these rules by resolution and notify the DNR by January 31, 2020.

The Board reviewed one CAFO permit in 2018 for JT Allens Grove Pork and one in 2019 for JT Cleona Pork. Both were for new buildings for Grandview Farms feeder pig operation. The Board reviewed two CAFO permit applications each in 2017, 2016 and 2015. In 2017, the two applications were for expansions of the existing operations of Paustian Enterprises and Grandview Farms both in Hickory Grove Township. In 2015 and 2016 two different expansions of Grandview Farm's sow farm were reviewed and the other application reviewed in 2015 was for a hog finishing building on Jeff Paulsen's farm. The Board did not review any CAFO permit applications in 2014.

In 2013, the Board reviewed a CAFO expansion submitted by Dennis Kirby for his existing operation in Lincoln Township. In 2012 the Board reviewed two CAFO expansion applications for compliance with the Master Matrix, one for Grandview Farms in Sheridan Township and one for Paustian Farms in Cleona Township. In 2012, the Board also reviewed and recommended approval of a third application which was not an expansion and therefore did not have to be reviewed using the matrix criteria for the replacement of a nursery building on the Paustian farm.

The Board did not receive any proposed permits to evaluate in 2011. The year before that, 2010, the Board reviewed two applications, one submitted by Bryan Sievers for a Confined Cattle Feeding Operation on his family farm in Liberty Township. The other was submitted by Grandview Farms for an expansion of its existing hog confinement operation. The Board did not review any applications the year before in 2009. Previously there was one application in 2008 and 2007, and two applications for expanded CAFOs in Scott County in both 2006 and 2005 that were reviewed using the Master Matrix. Scott County also received two other applications in 2005 for expansions that were not large enough to trigger review under the Master Matrix criteria.

New or expanded confined animal feeding operations that reach IDNR established capacity thresholds in counties with adopted Master Matrix review must meet higher standards than other permitted sites. They must earn points on the master matrix by choosing a site and using practices that reduce impacts on the environment and the community. Participating counties must evaluate and make a recommendation on all construction permit applications submitted to the DNR or they forfeit the right to evaluate sites until the next sign-up period.

The Iowa DNR website <http://www.iowadnr.com/afo/matrix.html> also has detailed information on the Master Matrix. There have been no changes to the requirements of the Master Matrix since the original adoption fifteen years ago.

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

**RESOLUTION**

**SCOTT COUNTY BOARD OF SUPERVISORS**

**December 12, 2019**

**APPROVAL OF THE ADOPTION OF A CONSTRUCTION EVALUATION**

**RESOLUTION AS PROVIDED BY IOWA CODE CHAPTER 459**

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

Section 1. Iowa Code section 459.304(3) (2015) sets out the procedure for a county board of supervisors to adopt a “construction evaluation resolution” relating to the construction of a confinement feeding operation structure.

Section 2. Only counties that have adopted a construction evaluation resolution can submit to the Department of Natural Resources (DNR) a recommendation to approve or disapprove a construction permit application for a confinement feeding operation structure.

Section 3. Only counties that have adopted a construction evaluation resolution and submitted a recommendation will be notified by the DNR of the DNR’s decision on the permit application.

Section 4. Only counties that have adopted a construction evaluation resolution and submitted a recommendation may appeal the DNR’s decision regarding a specific application

Section 5. By adopting a construction evaluation resolution the Board of Supervisors agrees to evaluate every construction permit application for a proposed confinement feeding operation structure received by the Board of Supervisors between February 1, 2020 and January 31, 2021 and submit a recommendation regarding that application to the DNR

Section 6. By adopting a construction evaluation resolution the Board of Supervisors shall conduct an evaluation of every construction permit application using the master matrix as provided in Iowa Code Section 459.305. However, the board’s recommendation to the DNR may be based on the final score on the master matrix or on other reasons as determined by the board of supervisors.

Section 7. The Scott County Board of Supervisors hereby adopts this Construction Evaluation Resolution in accordance with Iowa Code section 459.304(3) and designates the Scott County Planning and Development Department to receive such applications on behalf of the Board of Supervisors.

Section 8. This resolution shall take effect immediately.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
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DATE

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SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

December 12, 2019

A RESOLUTION APPROVING THE BID AND AWARDING THE CONTRACT FOR THE ADMINISTRATIVE CENTER WINDOW REPLACEMENT AND EXTERIOR CLADDING PROJECT TO SWANSON CONSTRUCTON IN THE TOTAL AMOUNT OF \$1,413,203.00.

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

- Section 1. That the base bid for the Administrative Center Window Replacement and Exterior Cladding Project construction is accepted and the contract is awarded to Swanson Construction in the amount of \$1,395,000.00.
- Section 2. That bid alternate number one in the amount of \$18,203.00 is accepted and awarded to Swanson Construction in the amount of \$18,203.00.
- Section 3. That the Director of Facility & Support Services is hereby authorized to execute contract documents on behalf of the Scott County Board of Supervisors.
- Section 4. This resolution shall take effect immediately.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
THAT THIS RESOLUTION HAS BEEN FORMALLY  
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DATE

\_\_\_\_\_  
SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

December 12, 2019

APPROVAL OF STAFF APPOINTMENTS

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

Section 1. The hiring of Christopher Ireland for the position of part-time Multi Service Clerk in the Recorder's Office at the entry level rate.

Section 2. The hiring of Amanda Orr for the position of Multi Service Clerk in the Recorder's Office at the entry level rate.

**Community Services Department**

600 W. 4<sup>th</sup> St.  
Davenport, Iowa 52801



**(563) 326-8723      Fax (563) 326-8730**

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December 2, 2019

To:      Mahesh Sharma  
From:    Lori A. Elam  
Re:      Approval of Tax Suspension Request

This is a request for approval of a tax suspension as presented.

As you are aware, tax suspensions may be directed by the Department of Human Services if the taxpayer is receiving specific assistance from that Department. In these directed suspensions, the suspension remains in effect as long as the person continues to own the property and receive the specified assistance from the Department of Human Services.

Additionally, under the Board of Supervisors policy, taxpayers may apply for suspension based on financial criteria. These are considered requested suspensions and are for the period only of the tax year and relates to the amounts owed at the time of the suspension. Persons may, of course, reapply each year if they continue to meet the eligibility criteria.

The county has received tax suspension petition request as follows:

**DIRECTED TAX SUSPENSION:**

Thomas Lott  
1518 Iowa Street  
Davenport, IA 52803

Suspend: The 2018 property taxes due September 2019 and March 2020 in the amount of \$497.00.

This application is directed by the Dept. of Human Services.

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

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SCOTT COUNTY AUDITOR

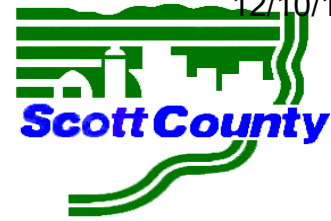
**R E S O L U T I O N**  
**SCOTT COUNTY BOARD OF SUPERVISORS**  
**December 12, 2019**

**SUSPENDING THE 2018 PROPERTY TAXES FOR THOMAS LOTT, 1518 IOWA STREET, DAVENPORT, IOWA, AS DIRECTED BY THE IOWA DEPARTMENT OF HUMAN SERVICES IN THE AMOUNT OF \$497.00 INCLUDING INTEREST.**

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

- Section 1. That Scott County has been directed by the Iowa Department of Human Services to suspend the collection of the 2018 property taxes, assessments and rates or charges, including interest, fees, and costs for Thomas Lott, 1518 Iowa Street, Davenport, Iowa, in the amount of \$497.00 including interest are hereby suspended.
  
- Section 2. That the collection of all property taxes, special assessments, and rates or charges, including interest, fees, and costs assessed against the parcel at 1518. Iowa Street, Davenport, Iowa remaining unpaid shall be suspended for such time as Thomas Lott remains the owner of such property, and during the period he receives assistance as described in Iowa Code Section 427.9.
  
- Section 3. That the County Treasurer is hereby directed to suspend collection of the above stated taxes, assessments, and rates or charges, including interest, fees, and costs, thereby establishing a lien on said property as required by law, with future collection to include statutory interest.
  
- Section 4. This resolution shall take effect immediately.

**MICHAEL J. WALTON**  
**COUNTY ATTORNEY**  
Scott County Courthouse  
416 West Fourth Street  
Davenport, Iowa 52801-1104  
Telephone: (563) 326-8600  
Facsimile Transmission (563) 326-8763  
[robert.cusack@scottcountyiowa.com](mailto:robert.cusack@scottcountyiowa.com)  
**WEB SITE** - [www.scottcountyiowa.com](http://www.scottcountyiowa.com)



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Robert L. Cusack, Assistant County Attorney (563) 326-8231

November 26, 2019

Re: Women's Choice Center request for partial tax abatement

Mr. Byrne,

I have had the opportunity to review the information you sent to me regarding the Women's Choice Center's request for property tax exempt status. Platinum Quality Development, LLC, purchased the property on January 29, 2018. PLQD was not a tax exempt entity as contemplated by Chapter 427, therefore, the property lost its exempt status beginning on January 29, 2018. Women's Choice Center Building, LLC, ("Women's Choice"), which does qualify as a tax exempt entity, purchased the property on March 28, 2019. Women's Choice filed for property tax exemption pursuant to Iowa Code §427.1(8) on June 29, 2018.

The question presented is: what is the property's tax exempt status for tax year 2018? The 2018 tax year runs as follows:

- 1<sup>st</sup> installment is for the period from July 1, 2018 through December 31, 2018
- 2<sup>nd</sup> installment is for the period from January 1, 2019 through June 30, 2019

Iowa Code §427.1(14) requires an organization filing for exemption under §427.1(8) do so not later than February 1. Because Women's Choice did not file for the 2018 exemption prior to February 1, the request is not considered timely for the 1<sup>st</sup> installment of 2018. In prior cases with the same fact situation, the untimely filing was considered filed the following January. In this case, the request would then be considered filed on January 1, 2019. Because the 2<sup>nd</sup> installment for 2018 begins on January 1, 2019, Women's Choice is exempt for the 2<sup>nd</sup> installment of 2018.

Because of my prior opinion regarding Mt. Sinai's request, I believe further explanation is necessary in this case. In the Mt. Sinai opinion, I indicated the request was filed January 1, 2019. The request was actually filed in May, 2018, which, like the Women's Choice request, was untimely. I did consider the filing to be proper as of January 1, 2019. Again, that determination is in line with Women's Choice. I did state, "the current focus is on abatement for taxes that accrued during the time period when the Church actually filed for exemption." This was a poor choice of words. The word "actually" in the above sentence should be replaced with "timely".

But for Scott County General Policy 15, the 1<sup>st</sup> installment for 2018 for Women's Choice may have been abated pursuant to Iowa Code §427.3. That Code Section grants discretion to the Board to grant a request to abate taxes for a request filed after the February 1<sup>st</sup> deadline in the



year of purchase.<sup>1</sup> However, the Board has determined it will not exercise its discretion in this fashion. I am attaching a copy of Policy 15 for your review.

Conclusion:

Because the request for exemption was made after the February 1<sup>st</sup> deadline, Women's Choice is not exempt for the purposes of property taxation for the 1<sup>st</sup> installment of 2018. Because the request for exemption is considered to be proper as of January 1, 2019, Women's Choice is exempt from property taxation for the 2<sup>nd</sup> installment of 2018.

Rob Cusack  
Assistant Scott County Attorney

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<sup>1</sup> The Code Section would not have applied to Mt. Sinai as that property was purchased in 2015, not 2018.

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

December 12, 2019

#### APPROVING PARTIAL ABATEMENT OF PROPERTY TAXES FOR PROPERTY AT 2740 HAPPY JOES DRIVE, BETTENDORF, IA

WHEREAS, the Women's Choice Building LLC purchased property at 2740 Happy Joes Drive, in Bettendorf for use as a non-profit;

WHEREAS, the property was purchased on March 28, 2018 and the formal request for Iowa Property Tax Exemption pursuant to Iowa Code Section 427.1(8) was received by the County Assessor by February 1, 2019; and

WHEREAS, Iowa Code Section 427.19 permits the Board of Supervisors to abate taxes levied against the property within the year of the exemption was applied for.

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

Section 1. That upon determination by the County Assessor that the property located at 2740 Happy Joes Drive, Davenport, IA qualifies as exempt pursuant to applicable state law, that the 2<sup>nd</sup> installment of the 2018 property taxes are hereby abated.

Section 2. This resolution shall take effect immediately.

**RISK MANAGEMENT**

400 West Fourth Street  
Davenport, Iowa 52801-1104  
Telephone: (563) 326-8293  
Fax: (563) 326-8763



December 3, 2019

To: Mahesh Sharma, County Administrator  
From: Rhonda S. Oostenryk, Risk Manager  
Subject: Deputy Dwight West  
Workers Compensation Injury 9-17-18

On September 17, 2018 Scott County Sheriff's Deputy West was responding to a shots fired call from which a pursuit ensued. During the course of the pursuit, Deputy West sustained a significant - career ending injury.

Deputy West has been medically treating under the care of Scott County's Workers Compensation medical providers. Although Deputy West was able to rehabilitate to the functional level required of the job, the extensive nature of his surgery and substantial risk to his health preclude him from returning to work in the role as Sheriff's Deputy. A Deputies role requires unexpected and unusual amount of physical exertion at times and the risk of harm to both him and coworkers, should he not be able to handle the activity, is too great to allow him to continue working in his role as a Scott County Sheriff's Deputy.

Under Iowa Code Chapter 85 Workers Compensation guidelines, an Impairment Rating was performed on Deputy West revealing a 23% whole person impairment, equating into an impairment rating payable in the amount of \$95,033.70.

It is the recommendation of Risk Management and the County Attorney's Office that this impairment rating be paid in accordance with the Iowa Code.

I will be in attendance at the Committee of the Whole.

cc: *Mike Walton, County Attorney*  
*Rob Cusack, Assistant County Attorney*  
*Tim Lane, Sheriff*

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
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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

December 12, 2019

APPROVING SETTLEMENT WITH WORKER'S COMPENSATION CASE FOR THE  
AMOUNT OF \$95,033.70

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

Section 1. Authorizing the County Attorney to settle the Worker's Compensation case concerning Dwight West in in the amount of ninety five thousand thirty three dollars and seventy cents (\$95,033.70) and authorizing the Risk Manager to complete the necessary paperwork to resolve the claim.

Section 2. This resolution shall take effect immediately.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
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\_\_\_\_\_

DATE

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

December 12, 2019

APPROVAL OF APPOINTMENT OF STEVE PIATAK TO THE  
PLANNING AND ZONING COMMISSION

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

Section 1. That the appointment of Steve Piatak, rural Davenport, to the Planning and Zoning Commission for an unexpired five (5) year term expiring on January 10, 2021 is hereby approved.

Section 2. This resolution shall take effect immediately.



Scott County Iowa  
Strategic Plan  
For the Years  
FY 2021 and FY 2022

Facilitated by: Steve Sorensen

*Strategy* in Progress LLC

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**SCOTT COUNTY IOWA**  
**STRATEGIC PLAN FY 2021-2022**  
**INTRODUCTION/OVERVIEW**

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**Process Objectives**

The primary objectives of this strategic planning process were as follows:

- To develop strategic priorities for County at both the Policy (Board) and the Management Staff/Department head) level along with major project initiatives over the two year period beginning July 1, 2020 through June 30, 2022
- Create an environment for County leaders to share information and provide input on important County issues.
- Provide a forum to improve communications and alignment within the Scott County leadership group consisting of the Board of Supervisors, elected department heads and appointed department heads; and build consensus regarding Scott County's important issues and strategic initiatives.

**Process Scope**

To complete the objective per above, below are the major project tasks that were completed:

- Met with County Administrator and other senior staff, as warranted, to obtain relevant background information pertinent to the strategic planning process and to determine information gathering tasks to be completed prior to the initial planning session.
- Worked with County administrative staff to obtain updated strategic initiatives/project list focusing on "projects / initiatives" in progress and/or haven't begun" to determine initiatives/projects that could carry-over into the FY21-FY22 timeframe.
- Conducted one-on-one interviews with Board of Supervisors to gain further insights on their personal concerns, challenges, and priorities for the County and summarized interview responses.
- Develop a brief strategic planning survey completed by County department heads. The survey results were summarized and reviewed and discussed at the initial strategic planning session. The survey obtained feedback from County leadership team and department heads the following:
  - County-wide key initiatives
  - Department specific goals/priorities/key initiatives for the period FY21 and FY22.
  - Emerging issues/ county wide needs- next 5 years
  - Department opportunities to provide more value (efficiencies/cost savings)
  - Key challenges/external threats
- Facilitated an initial 4 hr. strategic planning session with the County leadership team. The agenda topics for the initial session included:
  - Current situation analysis of County (financial, staffing, status of important initiatives, projects)
  - Reviewed, reaffirmed, and modified, as warranted, long term (i.e.2032) Scott County vision, core values, and mission as developed and approved in previous years' strategic planning efforts.
  - Environment scan
    - Threats/Strategic Assumptions
    - Emerging issues/county wide needs
    - Where we expect to be 6/30/20
  - Reviewed and discussed department survey input
  - Department overviews – Key issues, goals, etc,
- Facilitated 2<sup>nd</sup> session (approximately 2 hours) with the County leadership team to discuss and prioritize key management initiatives; important County-wide projects and Policy agenda for FY21 and FY22.



- Facilitated 3<sup>rd</sup> session (approximately 3 hours) with the County Board of Supervisors and Administrative leadership to finalize County Priorities for FY21 and FY22 along with major projects for the period.
- Worked with County administrative staff to complete the appropriate document package for the strategic planning process.

#### Highlights/Key Takeaways

- The County leadership team generally reaffirmed the 2032 Vision, and 2022 Major Goals that were developed as part of previous strategic planning efforts. As a result this strategic framework was used as the basis for input and discussion regarding strategic priorities for the 2 year period 2021 and 2022.
- The County Board of Supervisors and Leadership team achieved significant progress on the strategic priorities/ important projects identified to be completed in the two year period ending June 30, 2020. As a result, very few initiatives, unless designated as multi-year type initiatives from the start, from this period have carried over into the priority/important projects to be completed in the 2021-2022 planning period.
- County Department leadership and representatives were provided opportunities to identify both County-wide and department specific needs and initiatives through written survey responses and through County leadership team input session. These needs and initiatives have been documented and are contained in the exhibits attached.
- Through survey input and leadership team discussion, there is awareness of significant economic, legislative, political uncertainty that must be considered as various priorities and important projects are evaluated as part of funding availability and resources for the years 2021 and 2022.

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**SCOTT COUNTY IOWA  
STRATEGIC PLAN FY 2021-2022  
STRATEGIC FRAMEWORK 2032 & 2022**

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**VISION 2032**

**Scott County 2032 is a GREAT PLACE TO LIVE  
and a  
GREAT PLACE FOR BUSINESS**

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**SCOTT COUNTY 2032  
is a  
SAFE COMMUNITY  
a  
HEALTHY COMMUNITY  
and a  
LIVABLE COMMUNITY FOR ALL**

**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  
Involve.....Doing it Together  
Dedication.....Doing it with Commitment  
Excellence.....Doing it Well**

**GOALS 2022**

- Financially Responsible County Government
- Local and Regional Economic Growth
- High Performing Organization = Exceptional County Services
- Great Place to Live

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**SCOTT COUNTY IOWA  
STRATEGIC PLAN FY 2021-2022  
TOP POLICY PRIORITIES**

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**TOP PRIORITIES**

- Juvenile Detention/Jail Capacity – Short & Long term capacity remedies including program review. (Most effective and efficient response to crime)
- Park View – Service/infrastructure needs vs. resources to address
- Long term County facilities(campus) /space utilization
- Develop long term Road/Bridge improvement plan.

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**SCOTT COUNTY IOWA  
STRATEGIC PLAN FY 2021-2022  
TOP MANAGEMENT PRIORITIES**

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**TOP PRIORITIES (NEW)**

- Cyber Security
- Long Term Financing – Capital Improvements Vs. Operating Costs Analysis and Strategy
- Medic 28E Agreement and Implementation

**TOP PRIORITIES (ONGOING)**

- Business Continuity of Operation Plan (COOP / COG)
- Campus Security Plan
- County Economic Development Policy, Role, Incentives, TIF
- Commercial Backfill / Equalization Strategy and Plan
- Industrial Park Development
- Lead Abatement
- Mental Health Funding: Policy / Strategy
- Park View Rental Ordinance (Rural Residential / Building Ordinance / Guidelines)
- SECC Radio System Implementation
- West Lake Restoration

**SCOTT COUNTY IOWA  
STRATEGIC PLAN FY 2021-2022  
GOALS/ STRATEGIC INITIATIVES – COUNTY WIDE / DEPARTMENT**

**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, fund balances, and resources
4. Invest in the maintenance and future expansion of County buildings, facilities and roads
5. Have affordable, responsible compensation and benefits for County employees

**Strategic Initiatives:**

#	Description	Department
1	Juvenile Detention long term capacity	Juvenile Detention/FSS
2	Juvenile Detention short term capacity remedies	Juvenile Detention/FSS
3	Develop and implement more diversion strategies/programs	Juvenile Detention
4	Jail long term capacity	Sheriff/FSS
5	Jail short term capacity remedies	Sheriff/FSS
6	Proactive state legislative advocacy (unfunded mandates)	Administration
7	COOP/COG Plan development and implementation	Admin/EM/FSS/IT
8	SECC Communication System (Radio/Tower) implementation	SECC/FSS/ Admin
9	Cyber security protection measures	IT/ County-wide
10	Employee benefit/health insurance analysis	Human Resources
11	Mental health regional and county funding and services solutions.	Community Services
12	Adoption of Park View Rental regulations	Planning & Development
13	Park View County service needs vs. County resources to provide.	Secondary Roads / Planning & Development
14	Revise / update 5 yr. County Bridge construction and funding plan	Secondary Roads
15	County wide safety training committee	Attorney (Risk)/ FSS / Secondary Roads / Conservation
16	Evaluate energy efficient /sustainable practice opportunities	FSS/County-wide
17	Evaluate vendor procurement process and implement improvements.	Budget & Admin
18	Review financial policy and incorporate into strategic planning funding	Budget & Admin

Management/Department Specific Initiatives

#	Description	Department
1	Expanded preventative maintenance program for relevant departments	FSS

## 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.
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

### Strategic Initiatives:

#	Description	Department
1	County Green Industrial site (i.e. Anderson farm) development and promotion.	Planning & Development
2	GDRC Industrial site engagement/build out	Planning & Development
3	Adoption of Building Code updates	Planning & Development
4	Partnerships with GDRC, Port Authority, Chamber of Commerce, Bi-State; School Districts, Q 2030	
5	Advocating for/working with state legislators- economic growth for our region (on-going / long term)	

### 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

#### Strategic Initiatives:

#	Description	Department
1	Administration Center Security – long term solutions	Sheriff
2	Sheriff Deputy/Bailiff Staffing study	Sheriff
3	IA QC task force implementation. (Scott Co./Dav/Bett)	Sheriff
4	Scott county wide enforcement policies (Boundaries/Shared support)	Sheriff
5	Succession planning – Management /departmental-key positions	Various
6	PRIDE philosophy throughout County.	Various
7	County facilities space utilization and planning	FSS/County-wide
8	New 5 year Information Technology Master Plan	IT/County-wide
9	Preparation and execution of 2021 Redistricting	Auditor
10	Evaluate and provide secure and convenient pay apps for County citizens.	Admin / Treasurer / Other
11	Address emergency medical services demand / capacity – 28E agreement	

#### Management/Department Specific Initiatives

#	Description	Department
1	Execute Electronic Content Management (ECM) ongoing	Various
2	Implement planned IT upgrades (Network, Laptop, Website, etc.)	IT
3	Evaluation of on-line training and tools for election poll workers.	Auditor
4	Preparation and execution of 2020 Election	Auditor
5	Prop tax statements sent to taxpayers via email	Treasurer
6	Develop and implement procedures to handle digital evidence	County Attorney
7	Expand Protective Payee program / Guardianship	Community Services
8	Review General Assistance policies related to burial and cremation	Community Services
9	Rec Trac upgrade(POS/On-line)	Conservation / IT
10	Evaluate and update of permit and inspection software	Planning and Development/IT

## Goal 4: Great Place to Live

### Objectives:

1. Connect County trails to County parks and some municipal parks – Bridging gap between established trails and 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. Maintain quality roads that facilitate mobility throughout the County and the region through secondary roads
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

### Strategic Initiatives:

#	Description	Department
1	Implement Community Health Improvement Plan	Health Department
2	Continued Lead Abatement efforts	Health Department
3	Work with other agencies to reduce homelessness	Community Services
4	Advocacy for REAP Reauthorization and Sales Tax Increase	Conservation
5	Develop Conservation Long Range Capital Funding Goals	Conservation
6	West Lake Beach Capital Amenities	Conservation
7	County support of EMA – emergency staffing	Admin

### Management/Department Specific Initiatives

#	Description	Department
1	Maintain Health Department Accreditation	Health Department
2	Continue with Culture of Quality improvement initiatives	Health Department
4	Continued Updating of Parks Master Plans	Conservation
5	Parks ADA compliance implementation	Conservation



# EXHIBITS

**Scott County Iowa**  
**Strategic Planning Board Interview Response Summary**  
**September 2019**

**Major External Obstacles/Threats-Outside County's Control**

- **State Legislation/Unfunded mandates 5**
- **Economy; Likelihood of recession within next 2-3 years; International trade policy/impact on Agriculture/QC. 4**
- **Reduction of State Back-fill replacement dollars; Revenue funding streams limited growth. 2**
- Actions of "Neighboring" Government Jurisdictions
- Decline of urban areas in the County.
- Demographic trends – Aging population; General health; etc.
- Mental health funding
- Juvenile/Jail population growth trends.
- Changes in Board member composition- elections, etc.
- Land values- both urban and rural.

**Most Critical Issues – Next Several Years**

- **Juvenile detention/jail capacity – can we impact the projected "slope"/crime rate; short term remedies 4**
- **Services/resources for unincorporated areas; Park View Rental ordinance (e.g. Park View) 2**
- **Meeting time for Board meetings/record meetings 2**
- Non-elected Department head retirements
- Admin center building security
- Mental Health funding; Not just reactive, but preventative approach.
- How to mitigate/ minimize impact to County of likely recession?
- Sheriff department staffing
- Economic development- County's role (facilitate; advocate; lead?)
- Continued fiduciary responsibility - sort through multi-year/changing priorities to meet department needs.

**Longer Term Emerging Issues**

- **Aging population trends.-future needs; Population decline 3**
- **Land use Policy – Urban-Rural (Facilitator of discussion/County Role) 2**
- **Crime and Jail/Juvenile Detention 2**
- **Mental health population needs 2**
- **Agricultural vitality – Use of ag resources – land; water; etc. 2**
- Space utilization – Campus / all county facilities.
- Park View-self governance/services assessment discussion
- Department heads/Administrative leadership succession.
- Tax reduction
- County-wide employee staffing
- Consolidated government/government shared services opportunities
- Revitalization of urban core.
- Scarcity of labor

## **Board – Major Challenges**

- **Managing Annual Budgets – Balancing County needs (levy rate/efficiency/staffing); reduction in state backfill; addressing possible recession; Soft cap (2%) limitation; Level of staffing to manage \$90+million budget. 4**
- **Unincorporated Services/growth – Park View; specific needs 3**
- **Jail/Juvenile detention –future capacity/staffing; next steps. 2**
- **Mental Health/Childrens’ mental health - regional rebalancing of resources; funding of state mandates 2**
- Interdepartmental collaboration
- What is the “County” Brand? - Both from County Government perspective and people of Scott County perspective
- County wide growth, poverty relative to similar Iowa Counties.
- Sheriff staffing – compared to peers.

## **Board – Future Partnering/Collaborations**

- **Proactively working with Mayors /County to address County-wide issues/needs; Consider consolidation of service opportunities (Collection; Fire protection; Residential TIF position; etc.) 3**
- **Improved partnering with Healthcare related agencies/organizations. (Consider outsourcing where makes sense.) 2**
- QC Chamber/ Attracting business and people to Scott Co.
- Authorizing agency support – philosophical review/clarity/criteria
- Consider more proactive policy to purchase goods/ services locally when can to promote economic development.

## **Define “Success” at End of FY22**

- **Define specific metrics for success; Work to define metrics to support the strategic plan. – Are we winning or losing? (e.g. What would “safe” community look like.); How will we know we got there? –Goals for County wide/departmental initiatives 3**
- **Jail/Juvenile Detention – Short term remedial plans in place; Long term plan completed; Remedies that can help change the “growth” slope. 2**
- **SECC successfully implemented 2**
- **Park View – Land use solution; Self governance discussion/consideration. 2**
- **Fully funded Mental health services. 2**
- **Continued fiscal soundness/ reserves; responsible growth without loss of services; debt management 2**
- Work to better connect strategy to vision/mission
- Have completed stated priorities/projects.

**Scott County Iowa**  
**Strategic Planning Survey Leadership Team Response Summary**  
**September 2019**

**County(Organization-wide)**

- 1. What do you believe are important Scott County successes that have been accomplished over the past 2-3 years?**
- Completion and implementation of Salary Study **9**
  - Expanded Mental Health services to citizens of Scott County ; mental health crisis services/ funding and increased awareness; Participation and leadership of Mental Health District funding and other issues **6**
  - Ongoing Lead Remediation Efforts and increased funding **5**
  - Park Improvements, new cabins, camp grounds and West Lake Restoration project **5**
  - Health Department Accreditation **5**
  - Completion of New Sheriff's Patrol Building **4**
  - Balanced budget; good bond rating; Financial Stability; Stable Tax levy rate in light of changes in commercial assessments **4**
  - Progress in Scott Emergency Communication Center(SECC) Radio System upgrades **2**
  - Juvenile Division is making HUGE changes. We have opened and developed many new programs and with the support from our top managers. Our actual campus got a makeover which is very nice to see when we come to work. Many changes that has been easy to adjust to because of having successful management. **2**
  - Continued expansion of ECM – additional documents being scanned at a department level **2**
  - Continued Budget and Finance Awards; Commitment to reporting –PAFR, CAFR, Budget **2**
  - Implementation of CCTV (IP based cameras/ network storage) & defining IT/ FSS roles **2**
  - ERP implementation **2**
  - Fleet Services Established **2**
  - Alertus Mass Notification System purchase; County wide notifications of security issues. **2**
  - Scott/Rock Island County Radio Project **2**
  - Detailed strategic plan to identify and document county-wide activities and goals and tracking progress; Overall progress on previous strategic plan activities **2**
  - Adoption of Revised Future Land Use Map
  - New aeriels, other GIS updates and web access
  - New Heinz Kraft and Sterilite manufacturing facilities in GDRC Industrial Park
  - Selection of a Continuity of Operations /Continuity of Government (COOP/COG) Consultant
  - Audit of access control/ creating multiple groups to allow for better security/ limited access
  - Capital investment in county services – IT, Conservation, Buildings
  - Purchase of new election equipment
  - Transition of county administrators;
  - new community based programs; the YTDM program and the Auto Theft Accountability Program
  - New psych hospital being built.- more options for citizens
  - New County Administrator - having a strong top person makes it easy to come to work and be inspired to do the work.
  - Collective Bargaining transition,
  - Emergency Management Agency staffing,
  - Integrated Roadside Vegetation Management Program Implementation

- Increase in Road Use tax revenue
- IT related projects including:
  - Desktop replacement / Windows 10 project; Enterprise Content Management (ECM); Web Content Management System (CMS); Phone system upgrade (911 locating services); Mobile Data Computer (MDC) upgrade; Security Assessment; Security video project; Cott upgrade; Collective Fleet upgrade; Web GIS implementation; Office 365 implementation; Secure e-mail implementation; Enterprise Resource Planning (ERP) upgrade; Employee technology security training; Tablet PC deployment; Scott County Library network integration; Bi-State telephone integration

**2. What do you see as the major external obstacles and threats (i.e. outside our control, but important to consider) to Scott County's continued success?**

- Unfunded mandates of State legislature; Whether the State provides sufficient resources to the judiciary and corrections; Changing state funding – LOST: Commercial / Industrial Backfill/ Property tax funding bills **9**
- Internet Hacking and Cyber Security Recovery; hackers to digital information **6**
- Overall economy; National housing market. Health of major employers investing in jobs in QCA; **3**
- Other legislative initiatives affecting County government both State and Federal **3**
- Unpredictability of Federal government programs and funding; Financial volatility **3**
- Political climate; image of government officials; Impact of Elections **3**
- Workforce; Changing workforce expectations (generations) **2**
- Impact of other entities tax rates – Davenport / flood wall, schools, legislative changes to balance others needs against county funding needs; Whether other agencies, such as law enforcement, devote sufficient resources to public safety. **2**
- Cost of Supplies/Construction; Healthcare/Insurance Costs **2**
- Flooding/Weather/Climate Change ; Disaster and or Emergency Recovery **2**
- Public or our customers- not happy, making threats, potential violence - Lack of safety in building
- Lack of available property in downtown campus area for JDC/ Jail expansion needs
- Continued violence in workplace/ government building and the way that changes our everyday business processes
- Contractor availability and staying on schedules
- Financing a new jail,
- Impacts of Illinois economics and decisions on Scott County issues

**3. From your perspective, what do you view as the most critical County-wide issues facing Scott County over the next several years?**

- Jail and Juvenile Detention capacities and staffing; Planned, reasonable implementation of JDC/ Jail space needs study and associated construction costs/ ongoing staffing costs; Costs associated with increased number of juveniles held at Juvenile Detention; Costs associated with increased number of jail inmates housed out of county; Expansion of Detention Centers to Combat Out of County Inmate Housing; Housing of inmates at the jail and detainees at Juvenile Detention Center; We need to make room for anticipated increase in juvenile detainments. With the JJDPa being reauthorized this creates an immediate crisis as of December 2021 as we will not have enough Juvenile Detention Beds **9**
- Maintaining levy rate; Continued efficient services; Funding in time of recession; how do you pay for staff & building requests; Tax Rate vs. No-Growth Operating Budgets; We need to change as the times change. More staff, more services will come about, which means where will the money come from? We need to have training sessions provided so we are always on top of the game. Short staffed in

many departments, and a struggle to meet legal mandates that flow down to county government.  
Being a financially responsible County **8**

- Security of staff and visitors to Scott County Buildings, particularly the Administrative Center; Inadequate building and staff security. The Administrative Center was never meant to be a building to meet the requirements needed to keep employees and citizens safe. Therefore, there is an ongoing presence of discomfort for employees in the environment that they currently are required to work in. We are currently talking about this situation at a Department and Elected Official level, knowing this is a massive undertaking considering the building. There should be simple implantations made to give the appearance of safety, such as a fulltime security person and a metal detector. This could happen sooner than later as administration works through the design of what should take place. **7**
- Equalized mental health funding in region and compared to other regions within the state; Mental health needs; increase levy before services have to be cut/reduced; Mental Health Services Costs **4**
- Development and implementation of COOP / COG Plan **4**
- Combating Juvenile Crime; Juvenile Crime/Assessment-Detention Center **3**
- Cyber Security/Internet Security/Hacker Prevention; Technology/data security **2**
- Employee benefit / health insurance analysis. **2**
- Increase in demand from public for increased services; Working through requests for increased services from citizens – without knowing how large a population may be impacted the request (vocal minority?) **2**
- Continuing Ag-Preservation Land Use Policies; Urban Sprawl **2**
- Sheriff dept. staffing patrol numbers very low; SO Staffing **2**
- SECC Radio Project implementation **2**
- Aging workforce, knowing that we will have to recruit qualified individuals also knowing that we have non-competitive wages in many areas. Benefits are no longer a draw for young people to come to work at the county or any other organization.
- Support of authorized agencies
- Park View's demand for municipal services and maintenance of public infrastructure
- Quiet leader locally, regionally, state-wide, nationally
- Public image;
- Emergency medical services: 28E agreement, surge capacity, additional stations in rapidly developing areas of county.
- Implementation of rental housing ordinance – including lead-safe requirement.
- Succession planning
- HIPAA training for all staff annually
- Affordable housing options
- Review of burial policies within General Assistance.
- Admin Center Repairs
- Technology dependency/resources

**4. From your perspective, what do you consider to be longer term emerging issues that the County will need to address over the next 10 years?**

- Supporting Sheriff's Office and JDC Facility expansion; Jail and Juvenile Detention capacities; jail overcrowding; funding capital investment, may require bond referendum(s); how to pay for a new or expanded Juvenile Detention facility; Juvenile space. We unfortunately had a huge climb in crime with our youth. I believe all parties are working really hard to get new programs and services developed but we will always have the issue of space. **8**

- Advances in technology and having the equipment/software to manage it; Space for electronic storage. IT technology constantly changing and being able to afford new updated equipment; Technology dependency/resources **6**
- Continued fiscal responsibility- how to maintain a balanced budget with increase space needs, staffing costs and costs of aging infrastructure (building, equipment and IT); Having the amount of personnel needed to meet the demands of our work load. Long term budget health and projections – able to work through a recession?, Balancing staffing needs vs. outsourced costs or software as a service. Increasing costs of services (continuing contracted services, IT, professional services, staffing, benefits); Demand for Increased County Services in Rural Developments **5**
- Succession planning- several key positions will likely turn over in a 10 year time frame; Staffing/losing institutional knowledge **4**
- Request for additional space needs within departments and associated costs; Department Expansion or relocation to Include Space Allocation and space planning; Inadequate workspace for Elections. **3**
- Aging infrastructure/Funding for infrastructure **3**
- Affordable housing issues for people with disabilities; low income; increasing homeless population **2**
- Increased Mental Health service needs/ costs **2**
- Security-building and technology; Prevention of Cyber hacking or Internet Hacking **2**
- Meeting public expectation for web access to services
- Meeting public expectation for web access to Board meetings
- COOP Plan
- Parking
- More frequent flood events and concomitant response. Relationship with SECC/EMA (flood brought to light areas where a distinction may or may not need to be made)
- Crime
- Safety in the admin building- so many hate “government” so employees become targets,
- continued mental health crisis services and funding,
- JDC & Sheriff staffing needs, without ignoring how these requests impact supporting service departments (HR, FSS, IT)
- Economic/Tax Base Growth
- Implementation of Sustainable Practices/Energy

**5. What ideas do you have as to how Scott County can improve on the delivery of services we provide to its citizens?**

- Online access; Move more processes to an online platform, scan documents (recorder/ auditor/ others ) that enable the public to get what they need without making a physical visit; Continued expansion of ECM would allow some records to be publicly accessible via the internet; Better Use of Technology; ECM portals for public records; **7**
- There is always room for improvement, but we do an excellent job as it stands now. **2**
- Transparency through media, meaning video record meetings that can be accessed by the public. Therefore letting them know where their tax dollars are being spent. We are the only large county that does not embrace technology and use it to educate our citizens
- Communication
- Remove the politics- consider county needs as an entire organization and not just what your department / office needs
- Providing better security in County facilities
- Developmental and Job based training to have skilled, knowledgeable staff
- External / internal software applications to collect or manage data / interactions:

- Budget transparency software suites – provides direct citizen information in budget process.
  - Tyler – Scorata, Opengov
  - My approvals – ERP
  - Tyler Cashiering - ERP
  - ECM – ERP processes
  - Strategic Planning tracking software
  - Fleet management software
- Planning and Development interactive software – connect services to Davenport and Bettendorf, GIS Data.
- Pay apps – Treasurer, Recorder, P & D – Citizens have a governmental wallet – overlay with other governments – City / State.
- National training / conferences – networking on ideas / activities / rules – GFOA
- Development of shared service listing and opportunities.
- Additional training regarding cultural competence
- We need to bring an information desk back to the courthouse.
- Increase personnel for Delinquent Fine Collection Program, and quite possibly other areas of the office.
- We can continue to investigate ways to provide programming to divert youth from Juvenile Detention.
- Ensure departments are providing great customer service. One failing department reflects on all departments /lack of trust.
- Shared services with other governmental entities;
- Civilianization of more law enforcement positions;
- Building inspection software
- Incorporate PRIDE Philosophy into Board Goals/Decisions, Daily Work Processes, and Employee Evaluations
- Follow-up Salary Study with Staffing Assessment
- Develop/Expand PIO/Marketing/Communication Function/Position

**6. What do you consider to be the top organization-wide strategic initiatives for the two year period FY21 and FY22?**

- Re-design of the Administration Building to meet the needs of the ever-increasing violence in our communities; Campus security **7**
- The jail and JDC expansions; increased Juvenile crime/ juveniles moving from adult jail to JDC. How to budget for and where to build additional space; Prevention of Housing out of County residents from detention centers; We need to hire a firm to design a juvenile detention facility and locate space to build upon as well as a strategic plan to fund it. **5**
- COG/COOP Plan and implementation; Development of Emergency and Disaster Plans; Continuity of Operations **4**
- IT Master/Strategic Plan Staying Ahead of Technology Growth; Technology updates **3**
- Replacing technology and communications systems within the county; SECC Radio Project Implementation; Completion of Radio Towers for Emergency Responders **3**
- Tax contribution to MH region and new crisis services- continue to work as a region; Work with local legislators to help them understand MH services and region’s needs **2**
- Intergovernmental cooperation; Development of new shared services model between County and cities or multiple counties. **2**
- Implement Strategic Planning outcomes – department and county wide
- Economic Development – See recent QCT articles in changing county population, industry impact, comparison to other Iowa Counties.



- Succession in leadership and staff
- Revenue
- OSHA issues- County Safety manager- bring back Risk Manager into the effort
- Combating Juvenile Crime
- hackers to digital information
- To maintain sufficient staff and resources to address the public safety issues facing our citizens daily.
- Additional training for all staff on safety; active shooter for example
- Health insurance analysis
- Reinvigorating PRIDE Philosophy and Employee Morale
- Define County Role in Rural Trail Connectivity

## **Department Specific Survey Response Summary**

### **Planning & Development**

#### **Most Significant Challenges**

- Adoption of Park View Rental regulations
- Continued enforcement of Ag-Preservation Land Use Policies
- Continue providing responsive building inspection services
- Continue providing responsive land use information
- Electronic Content Management

#### **Most significant priorities/key initiatives-FY21-FY22**

- Park View Rental Regulations adoption and enforcement
- Adoption of Building Code Updates
- Update of permit and inspection software
- Transition of key staff

**Ideas considering to provide even more value to the constituencies/Scott County citizen you serve**

### **Secondary Roads -Fleet Management**

#### **Most Significant Challenges**

- Retirement of key staff positions and their secession.
- Bridge funding
- Meeting increased demands/needs of the public

#### **Most significant priorities/key initiatives-FY21-FY22**

- Maintaining the standards as in our BFO's
- Staffing to design, inspect roads, and bridge projects
- Transition to new department leadership

**Ideas considering to provide even more value to the constituencies/Scott County citizen you serve**

- We look for multiple supplier's for parts to make sure we are getting the best price.
- Use state contracts whenever feasible
- Increase staffing/more use of contracted services.

### **Auditor and Commissioner of Elections**

#### **Most Significant Challenges**

- Presidential Election
- Recruitment and retention of poll workers

- Polling Facilities
- Polling place Security
- Staffing/ currently understaffed by 5 people in relation to other counties our size in Iowa
- 2021 Redistricting
- IT and the devastation of not being able to complete our tasks such as payroll and accounts on time.
- (ERP Down last month and the stress of knowing how vulnerable we were)
- Cybersecurity Issues

#### Most significant priorities/key initiatives-FY21-FY22

- 2020 Presidential
- 2021 Redistricting
- Security Redesign of the office
- Adequate location for Elections to perform necessary duties
  - 1) Training, no space to provide adequate training
  - 2) Absentees, we have to take over the board room
- During General Elections we take over all of 605 and the board room. Elections would be run smoother and more efficiently if the design were all in one location. Not having to move the equipment with the potential of having to recalibrate the equipment and many other issues.

#### Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Use of technology in many ways
- Possible on-line training materials for poll-workers/smart phones to help on Election Day and prior
- Possibility of moving my office to a more efficient financial direction
- Combining payroll and accounts into one department with the possibility of the elimination of a position

### **Facility & Support Services**

#### Most Significant Challenges

- Requests for space modifications as it relates to security issues- how to prioritize requests and \$ to fund projects
- Aging equipment repair and replacement costs
- Increasing supply, utility and postage cost
- Maintaining aging buildings and operating systems throughout County owned facilities
- Providing efficient facility upkeep while maintaining cost control
- Rising utility costs

#### Most significant priorities/key initiatives-FY21-FY22

- Implementation of COOP / COG plan
- Security Improvements
- Staff training and development opportunities
- Participating in the re-creation of the County wide safety training committee- getting it off the ground and progressing to a place we all feel as if we are on the same page and have guidance in safety/training related issues.
- Continue Inter Department collaboration for providing services to employees and citizens
- Development and training of staff for specific departmental job skills, and personal development
- Ensure safety of employees and citizens in County owned buildings through facility functions
- Maintain employee satisfaction through workshops, training and engagement

Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Continue to develop relationships with Secondary Roads, Conservation, Library, Waste Commission to provide facility related services by FSS and free up their department staff to handle other tasks.
- Provide training necessary to develop FSS staff allowing for a skilled workforce that is able to quickly respond to ongoing needs of the “customers” we support.
- Development and training opportunities to bring job skills to County Maintenance personnel. This can eliminate the reliance on contractor costs to bring skill sets in house.
- Investigate energy efficient measures into new construction projects

**Treasurer**

Most Significant Challenges

- Safety
- Developing a newer less seasoned staff

Most significant priorities/key initiatives-FY21-FY22

- Electronic titles
- Unknown legislative changes

Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Customers may elect to obtain their property tax statements electronically

**Sheriff**

Most significant challenges

- Drug and gang based violent crimes involving gangs and weapons
- School/ courthouse campus/ public event security
- Employee hiring, field training. Supervisor and command challenges mainly for deputies and corrections officers
- Overall staffing levels for deputies, corrections, bailiffs, and a computer forensics expert
- Computer and phone based evidence of crimes
- Jail capacity/ transports/ efficiency of the jail

Most significant priorities/ Key initiatives

- Forming and operating the consolidated Scott County Special Operations Unit
- Deputy Sheriff and bailiff staffing study
- Conversion to countywide enforcement
- Computer forensic expert unit
- Courthouse, administrative building, school, and public event security assessments
- Jail modification
- Internal staffing and benefit plan changes for the sustainability of the Sheriff’s Office

Ideas considering to provide even more value to the constituencies/ Scott County citizen you serve

- Drone program
- Automated license plate readers
- Countywide enforcement

## **Budget & Admin Services**

### **Most Significant Challenges**

- Applying strategic plan initiatives into actionable steps, reporting, monitoring, engaging departments, communicating to BOS, cross application to budget / financial implications
- Developing budget capacity for new action items – county wide.
- FEMA grant – FY 20 FY 21
- Development of Iowa based GFOA / networking opportunities.

### **Most significant priorities/key initiatives-FY21-FY22**

- Vendor procurement process – work with auditor office and treasurer to reduce paper checks and more EFT payments
- Financial policy review – incorporate strategic planning funding
- SECC 911 / EMA funding and accounting, business processes
- Continued budget priority funding and initiative procurement / management

### **Ideas considering to provide even more value to the constituencies/Scott County citizen you serve**

- Procurement – EFT – purchase cards / vendor cards
- Increase of auditing of departments to review for cost saving opportunities. Limitation of budget overrides. Centralization of more purchasing activities.
- Develop more external view point assessments of county to incorporate into long term planning of county. (staffing plan, facilities plans).  
Budget / Operational training for departments

## **Health Department**

### **Most Significant Challenges**

- Community engagement-particularly as it relates to disparate populations;
- Addressing issues of health disparities;
- Federal and state initiatives (funded and unfunded);
- New highly infectious diseases (Ebola, MERS, etc) as well as resurgence of others (measles, syphilis, hepatitis, etc);
- Technology's role in diseases (social media; internet partners; access to incorrect information)

### **Most significant priorities/key initiatives-FY21-FY22**

- Implementation of Community Health Improvement Plan which includes efforts related to Health in All Policies;
- Continued work to develop a Culture of Quality;
- Maintaining Public Health Accreditation Board requirements and preparing for Reaccreditation;
- Health equity/disparities and community engagement efforts.

### **Ideas considering to provide even more value to the constituencies/Scott County citizen you serve**

- Outsourcing medical billing;
- Implementation of customer satisfaction plan;
- Continued development of quality improvement initiatives.

## **County Attorney**

### **Most Significant Challenges**

- Having the amount of personnel needed to meet the demands of our work load.
- Advancing technology and having the equipment/ software to manage it.

- Caseload/workload and having the number of attorneys/staff members to handle it efficiently/effectively.

Most significant priorities/key initiatives-FY21-FY22

- Public safety
- To continue developing procedures to handle the enormous amount of digital evidence.

Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Improved website with more information.
- Explore ways to reduce jail overcrowding through additional case review and methods for expediting resolutions.

**Juvenile Detention and Diversion**

Most Significant Challenges

- Need to figure out how to detain an average of over 30 juveniles in a facility with only 16 beds.
- Space. We need more room for our residents. We have an all-time high in crime and we do not have the space that is needed. We need more space which means more staff which means more money.....where is that going to come from?

Most significant priorities/key initiatives-FY21-FY22

- Develop and implement more diversion strategies and programs for first time offenders.
- Communicate the need for bed space to the general public.
- Training staff and supporting staff of all the new changes we are facing

Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- The more money spend on diversion programs, the more we will save on detention beds.
- We need to continue to think of and develop programs that will keep our youth out of detention. To be able to work with our youth while in detention and provide services for them when they get out. It is a full circle. We cannot forget our youth's needs before they come in, while they are in, and when they get out. Non-stop services is what will make our youth successful. Support services allows our community to see we are trying. It gives the courts more options than just detention and while in detention it gives our youth and their families support and hope.

**Community Services**

Most Significant Challenges

- Increasing number of homeless/mentally ill coming to Scott County from other states.
- Mental health funding and legislative impacts, more demands put on staff- continue to do more with less staff. State requires regions to do more but it impacts each county in the region
- Managing the children's behavioral health system will be a huge challenge and potentially very expensive- state did not allocate money though.

Most significant priorities/key initiatives-FY21-FY22

- Ensure extensive mental health services rolled out in County are being delivered and people are receiving appropriate care.
- Safety for employees- need bullet proof glass to protect front line staff, need refresher training (active shooter) every year,
- Review GA Policies- burial and cremation- do we need both, do we change eligibility, reduce budget and costs

Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Working with other agencies to reduce homelessness.

- Continue to expand Protective Payee program as it brings in revenue and serves a difficult group of people in the community- keeps them in appropriate housing and off the streets and provides other services
- Expand guardianship services- county gets calls weekly asking for this service

## Human Resources

### Most Significant Challenges

- Health Insurance analysis
- Impacts of increase staffing on support staff

### Most significant priorities/key initiatives-FY21-FY22

- Health Insurance/wellness review;
- Finalize job description/occupational health impacts;
- ECM phase 2-4

### Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Completion of ECM phases.

## Conservation

### Most Significant Challenges

- Lake Restoration
- Diminished Revenues (Lake Restoration/Flooding/Weather)
- Wapsi Center Renovation and Assessment Implementation
- Aging Infrastructure
- Seasonal and Full-Time Staffing
- Increased Use of Technology and Staff Training
- Ongoing Implementation of ADA Assessment Plan
- Dealing with Invasive Species
- Reduction in State-Wide DNR Funding, Services, and Programs

### Most significant priorities/key initiatives-FY21-FY22

- Legislative Support for Reauthorization of REAP and Passage of Sales Tax Increase
- Develop Long Range Capital Funding Goals
- West Lake Beach and Boat Rental Assessment
- Rec Trac Upgrade/Implementation
- Succession Planning
- Continued Updating of Parks Master Plans
- Environmental Education Program Direction
- Improved Marketing/Promotion of Services, Facilities, Programs

### Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Rec Trac Upgrade-(more customer friendly on-line utilization)
- Improved Marketing
- Sustainable Practices-Solar
- Better Utilization of AmeriCorps Staffing/Interns/Grants/

## Information Technology

### Most Significant Challenges

- Technology assessment
- Security staffing
- Technology training

### Most significant priorities/key initiatives-FY21-FY22

- Network upgrade
- Laptop upgrade
- Drupal upgrade
- Storage management
- Backup upgrade
- GIS parcel fabric project

### Ideas considering to provide even more value to the constituencies/Scott County citizen you serve

- Help Desk SOP review

### **What additional strategic planning comments, not addressed above, would you like to add?**

- For our department, compensating wage for staff recognizing the dollars collected and volume of work processed and liabilities
- As a whole I believe our County is moving in the right direction. We need support and we have that. We do have big decisions to make but I am confident we will be okay.
- BOS Support of Implementation of 3/8-cent Sales Tax Increase to Fund Natural Resources and Outdoor Recreation Trust Fund
- Promote Healthy Community Initiatives/ Quality of Life/ Economic Development Relationship

**Scott County Iowa**  
**Strategic Planning for FY21-22 Agenda**  
**Session 1: Situation Analysis**  
**September 5, 2019**

1. Introductions/Review Process/Today's Agenda/Ground Rules
2. Current Situation Analysis
  - a. Financial / Staffing Overview (Handout; ppt)
  - b. Recent Accomplishments/Successes (slide 2;Q1)
  - c. Status of Important Initiatives/Projects (Handout)
3. Environmental Scan
  - a. Major External Obstacles & Threats/Factors Outside County's Control (slide 3; Q2)
  - b. Strategic Assumptions for Planning Period
4. Review Key Elements of Existing (2017) Strategic Plan (Handout)
  - a. Long Term Vision – 2032;
  - b. Mission/Core Values
  - c. Goals for 2017- 2022
5. Review/Discuss County-Wide Survey Responses
  - a. Most Critical Issue- next several years (slide 4-5; Q3)
  - b. Longer term emerging issues (slide 6; Q4)
  - c. Ways to Improve Delivery of services to Citizens (slide 7;Q5)
  - d. Top Organization wide-strategic initiatives (Slide 8; Q6)
6. Department Overviews (7 minutes per department)
  - a. Most significant challenges for FY21-FY22
  - b. Top priorities/key initiatives for FY21-FY22
  - c. Ways to provide value to constituencies/citizens/other departments
7. Wrap-up/next steps



**Scott County Iowa**  
**Leadership Team Strategic Planning**  
**September 5 Summary Notes**

**Survey Response Summary-Discussion/Additional Points**

**Successes/Accomplishments Discussion**

- New election equipment – rollout & implementation
- Continue to work to link initiatives /projects and outcomes for Scott Co wide impact of projects.
- Digitize aperture cards – 40 years of land records
- Anderson Farm – 400 acre (2<sup>nd</sup> green site in Iowa.)

**Obstacles/Threats**

- Truly outside County's control vs. able to influence or mitigate the threat.
- Significant impact of cyber hacking event. Are we taking important steps to mitigate the risk/reduce the impact?  
- Issues of trust and dollars.

**Strategic Assumptions Discussion**

The Leadership team identified and discussed strategic assumptions (factors generally out of County's control, but could have significant impact on County's financial and/or human resources. Strategic assumptions include:

- Economy – Do we assume economic downturn over FY21-FY22 planning period or assume status quo. What would be the impact on revenues (Property tax, sales tax, etc.) from either assumption? How would the County prepare if it assumed an economic downturn? While a downturn is likely during FY21-22, it would not impact the County significantly during the FY21/FY22 period due to the timing impact on property tax collections.
- Continued stress on local/regional Ag related economy through the planning period.
- National election impact – Assume that the most likely outcome of 2020 national election will be to retain a split national government. Also, increased risk of significant cyber security event potentially impacting election.
- 2020 State election uncertainty, but reasonable chance of a split state government.
- 2020 Census – Per capital and dollar allocations from federal government – although could be significant, results will have minimal impact of FY21/FY22 planning period
- Increasingly more aggressive society.
- Overall – significant federal/state uncertainty
- Continued increasing technology demands from general public and millennials.
- Jail/juvenile detention - assume will remain overcapacity over the planning period, but able to manage with shorter term remedies.
- Juvenile detention – perception is that in crisis situation. FY21- 34 beds (average)

**P-R-I-D-E /County Core Values/Culture Discussion**

- How are we (County employees) living with P-R-I-D-E today? Is it still relevant today? Initially Board fully embraced it. Do we help new county employees understand and embrace it?
- Does P-R-I-D-E need to be refreshed? To what extent should we refresh this culture initiative, recognizing that employees comprise 2/3 of County's operating budget?

### **Scott County 2032 VISION Discussion**

- Principal 1- #7. Scott County is a preferred place to live in the QC. What are the qualities that cause people to want to live here? Phrase wasn't meant to suggest that we in competition with other QC communities/counties.
- Principal 4 – # 1 - Healthy Community- Quality air and water? Where are we on this? How do we measure how we are doing?
- Principal #5 #5 - Fair and equitable county services suggests for some that we are a last resort safety net.

### **Critical & Emerging Issues Additional Discussion Points**

- Technology/Cyber security- Risk/impact on all County departments.
- Staying on top of technology

### **Top Initiatives – Additional Discussion Points**

- Technology plan – last master plan in 2010. 2020 - Looking to develop new 5 year IT Strategic Plan. (RFP-2019)
- IT Security assessment- completed within the last year...Recommendations that come out of this are strategic initiatives for FY21-FY22.
- Physical security at Admin Center – Genuine concern among various department personnel housed at the Admin Center. Important to document instances of concern.

**Scott County Iowa**  
**Strategic Planning for FY21-22**  
**Session 2: Goals/Strategic Initiatives Review**  
**September 26, 2019**

1. Review Process/Today's Agenda/Ground Rules
  
2. Review/follow-up of 9/5 Session – questions/clarification
  
3. Review and discuss County strategic initiatives/ important projects for FY21-22
  
4. Wrap-up

**Scott County Iowa**  
**Strategic Planning for FY21-22**  
**Session 3: Board of Supervisors – Strategic Initiatives Priority Setting**  
**October 15, 2019**

1. Review Process/Today's Agenda/Ground Rules
2. Review/Clarification of strategic initiatives/ important projects for FY21 and FY22  
(Handout-pgs.1-4)
3. Identify Potential Strategic Initiatives for Priority Consideration
4. Review/discuss BOS Items for Further consideration (Handout-pg.5)
5. Determine Top and High Priority Ranking for Strategic Initiatives
6. Next Steps

**Scott County Iowa**  
**Strategic Planning for FY21-22**  
**Session 3: Board of Supervisors – Strategic Initiatives Priority Setting**  
**October 15, 2019**

**Identify Potential Strategic Initiatives for High Priority Consideration**

The Board of Supervisors reviewed the listing of strategic initiatives developed from department/Leadership team input(pp1-4 of handout) and also reviewed and discuss other issues that Board of Supervisors identified during interviews or discussion at leadership team sessions. Individual Supervisors then identified a “short list” (below) of strategic initiatives for “high priority” consideration. These items are:

1. Juvenile Detention/Jail Capacity – Short & Long term capacity remedies including program review.  
(Most effective and efficient response to crime - 80/20 approach)  
(Note: Above includes Goal 1: strategic initiative items 1-5.)
2. COOP/COG implementation
3. Park View – Service/infrastructure needs vs. resources to address
4. Mental Health Funding and solutions.
5. Administrative Center Security for the long term.
6. Sheriff/Bailiff staffing study implementation
7. Pride philosophy refresh/re-energize
8. Long term County facilities(campus) /space utilization
9. Emergency Medical Services (Medic) – 28E restructuring
10. Develop Conservation long range capital funding plan/goals.
11. Greater civic engagement strategies/tactics – Meeting times; Meeting recording; information sharing
12. County Branding
13. Purchase “local” policies/practices
14. Home Base Iowa (Veterans) Initiatives
15. Develop long term Road/Bridge improvement plan.

**Notes related to discussion of high priority items**

- Park View – Consider in light of broader policy application across the entire County based on population density parameters.
- Road improvement – challenge to maintain, yet alone improvement of roads (Consider an economic growth tool.)
- COOP/COG – Process is underway, but high priority consideration because of potential high costs to implement,
- Administration Center security – short term remedies already underway and will be addressed before start of FY21.
- Greater Civic engagement – Need to look this from citizens perspective.

**Forced Ranking of High Priority Initiatives**

(Each Supervisor ranked their top 5 strategic initiatives. A summary of their top 5 initiatives are indicated in the chart below. Individual Supervisor responses are indicated in the 2<sup>nd</sup> chart below. )

<b><u>Strategic Initiative</u></b>	<b><u># BOS TOP 5</u></b>	<b><u>Rank</u></b>	<b><u>Priority</u></b>
1. Juvenile Detention/Jail Capacity – Short & Long term capacity remedies including program review. (Most effective and efficient response to crime)	5	1	Highest
2. COOP/COG implementation	2	5	
3. ParkView – Service/infrastructure needs vs. resources to address	3	2	Top
4. Mental Health Funding and solutions.	1		
5. Administrative Center Security for the long term.	2	5	
6. Sheriff/Bailiff staffing study implementation	1		
7. Pride philosophy refresh/re-energize	0		
8. Long term County facilities(campus) /space utilization	3	2	Top
9. Emergency Medical Services (Medic) – 28E restructuring	0		
10. Develop Conservation long range capital funding plan/goals.	0		
11. Greater civic engagement strategies/tactics – Meeting times; Meeting recording; information sharing	2	5	
12. County Branding	2	5	
13. Purchase “local” policies/practices	1		
14. Home Base Iowa (Veterans) Initiatives	0		
15. Develop long term Road/Bridge improvement plan.	3	2	Top

## Top Priorities (By Individual Supervisor)

<u>Strategic Initiative</u>	<u>Kinzer</u>	<u>Beck</u>	<u>Maxwell</u>	<u>Knobbe</u>	<u>Croken</u>	<u>Priority</u>
<b>Juvenile Detention/Jail Capacity – Short &amp; Long term capacity remedies including program review. (Most effective and efficient response to crime)</b>	*	*	*	*	*	<b>Highest</b>
<b>Park View – Service/infrastructure needs vs. resources to address</b>		*	*	*		<b>Top</b>
<b>Long term County facilities(campus) /space utilization</b>			*	*	*	<b>Top</b>
<b>Develop long term Road/Bridge improvement plan.</b>	*			*	*	<b>Top</b>
COOP/COG implementation		*		*		
Administrative Center Security for the long term.		*	*			
Greater civic engagement strategies/tactics – Meeting times; Meeting recording; information sharing	*				*	
County Branding			*		*	
Sheriff/Bailiff staffing study implementation		*				
Mental Health Funding and solutions.	*					
Purchase “local” policies/practices	*					
Emergency Medical Services (Medic) – 28E restructuring						
Develop Conservation long range capital funding plan/goals.						
Pride philosophy refresh/re-energize						
Home Base Iowa (Veterans) Initiatives						

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

December 12, 2019

APPROVAL OF FY 2021 AND FY 2022 SCOTT COUNTY STRATEGIC PLAN

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

- Section 1. That the FY 21 and FY 22 Strategic Plan: The Scott County Vision 2032, the Scott County Government Mission and Core Values, the Scott County Goals for 2022 and the Scott County Top Policy and Management Priorities as developed during Scott County's Strategic Planning Session in 2019 with Strategy in Progress LLC 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.



**OFFICE OF THE COUNTY ADMINISTRATOR**

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DATE: December 4, 2019  
TO: Board of Supervisors  
FROM: Mahesh Sharma, County Administrator  
RE: Approval of the Urban County Coalition Legislative Priority Issues

Chair Tony Knobbe and Vice-Chair Ken Beck represent the Board when meeting with the other four counties in the Urban County Coalition. Since the end of last session the group has met to develop next year's list of issues for the 2020 session in Des Moines. There are three broad issues being recommended: Commercial Property Tax Backfill, Mental Health Funding, and Children's Mental Health Programs which we will discuss with the Legislators at the December 6<sup>th</sup> Legislative Kick-off.

The second page titled "Additional Issues" lists areas that if they are introduced in session our lobbyist would have direction on the Coalition's recommendation regarding those issues.

Each county within the Urban County Coalition is seeking approval of these priorities.



### 2020 Legislative Priorities

**The Urban County Coalition is a coalition of the five largest counties in eastern Iowa. We are committed to preserving local control and decision-making authority to give our constituents the greatest control and accountability over their governments. We believe that Thomas Jefferson was correct when he said, “The government closest to the people, serves the people best.”**

**Commercial Property Tax Backfill** - Counties consistently try to find efficiencies in how they spend taxpayer resources. From 2013 to 2019 the county budgets in the UCC have increased about 1.6%, while the state’s budget during the same period has increased by 18%. The state made a commitment to backfill the revenue loss that was a result of the reduction in the commercial and industrial property tax rates. In addition, the changes in the multi residential rates took effect in FY17 (and is not backfilled) which will have an additional adverse effect on local revenues. This challenge for local government is in addition to the 102% budget cap in the budget passed in the 2019 General Assembly session. We expect the State to make sure it continues to follow through on its promise to backfill the property tax loss.

**Mental Health Funding** -We appreciate that the legislature followed through on the recommendation of SF 504 and appointed an interim study committee to address the issues of mental health funding. These issues are simply too important to wait until we have another funding crisis. While regions work through the process of complying with the directives of SF 504 and HF 2456, as well as the HF 690 (Children’s Mental Health Bill) the legislature should keep its promise and discuss permanent funding solutions. We believe that with the new responsibilities that the state has asked regions to assume, any funding mechanism must be long term, sustainable, and include significant state participation.

In addition, we still strongly oppose any transfer of additional responsibilities from the state to regions without the commitment to provide additional resources. Without this commitment, the state is placing an additional burden on local property taxes.

**Children’s mental health programs**- Regions understand that it does make sense to have one entity coordinating the spectrum of mental health care for Iowans, but we strongly oppose any additional responsibilities for local governments without providing additional funding. Simply raising the current mental health levy cap puts an unjustifiable burden on local property tax payers. The state must be a reliable partner in funding any additional responsibilities placed on regions.

## Additional Issues

**Unfunded and Underfunded Mandates** - We encourage the Legislature to act to reduce the instances of cost shifting identified and eliminate the burdens these place on property tax payers. The two areas that have the largest impact on local property taxes are colocation of state offices (DHS) and courthouse maintenance and security, but there are many others.

- **Housing State Offices at Local Taxpayer Expense** – Currently some counties are forced to house a variety of state agencies (DHS and the Courts, for example) and receive little or no reimbursement from the State. In addition, counties are forced to pay for expenses such as postage and office supplies at local taxpayer's expense. We request that the State no longer require that counties subsidize the local office expenses of state agencies. We would encourage the legislature to pay particular attention to the document storage requirements of the Department of Human Services,
- **Courthouse Security and expenses**- Like the housing of state agencies, local taxpayers are bearing the entire burden of upgrading, modifying, or even replacing aging courthouses. There is a court expense added to virtually every criminal or civil action but none of this money goes to pay actual courthouse expenses. There needs to be an update of the 1984 compromise when the state absorbed the court system from the local government costs, but left the expenses of the court system on local property tax payers. With the advent of the 911 requirements on government plus the need for security for the court system, the state needs to share in these costs. We would request that the state allocate a portion of these funds to counties for courthouse maintenance and security. This is also an area where the state imposes costs on local governments by not moving the agencies to a paperless document storage program like it has other state agencies.
- **Publishing Costs** – Reduce publishing costs to local governments to publish meeting, and legal notices on-line and require only a summary to be published in local print outlets. Additionally, allow counties to publish in only one newspaper. We would also encourage the legislature to provide a more clear definition of proceedings (example, does proceedings mean entire verbatim transcript of the meeting or does it mean an abbreviated transcript of the meeting).
- **Paper Document Storage**- We request that the state make significant investment in the courts system and the Department of Human Services to increase their document digitization efforts and review all state requirement that deal with the retention pare documents.
- **Fees** - The legislature needs to help local governments find a mechanism that make fees more accurately reflect the cost of providing the services. Last year, the legislature finally agreed to raise the fee for food inspection services but there are others that are currently still subsidized by taxpayers. For example, the medical examiners fee for cremations has been set at \$75, to reflect the cost of that service, the fee should be adjusted to \$100.

**EMS Services** - We encourage the state to work with counties and municipalities to help find ways to expand emergency medical services and to expand it to essential service designation. Rural Iowans deserve the same access to emergency services that those in more urban areas enjoy. In many areas of our state it simply takes too long to respond to a medical emergency. Additionally, when emergency services are available, those responding often lack the necessary training to provide advanced lifesaving aid. Where you live in Iowa should not determine if you live.

**Iowa Public Employees Retirement System:** Iowa has one of *the most solvent and well-funded public retirement systems in the United States. It has maintained that status with conservative investment policies and conservative growth projection.* IPERS is an important and effective recruiting tool to help government agencies attract talented workers. We would encourage the legislature to carefully consider the long-term implications to that viability before any changes are made to the current system. Additionally, we would request that the state remove the increases in IPERS contributions from the growth limitations outlined in the 2019 property tax reform bill, Local governments have no control over this and to make it subject to the growth limitations is a burden to local governments.

**Water Quality** - We support the funding of the Iowa Water and Land Legacy fund established by constitutional amendment as passed by two thirds of Iowa voters. We oppose efforts to change the formula to anything other than that which was overwhelmingly approved by voters. We would also ask the legislature to look closely at local partnerships that have been established and are having an effect. These efforts, including watershed management authorities, should be given the resources they need to make sure the work they are doing can continue. We believe

that any additional solution that is considered should include a shared financial burden between both urban and rural partners.

**Infrastructure** - We request that the legislature consider allowing counties to establish a fund to address the rapid deterioration of our rural roads where funds can be earmarked for infrastructure adversely affected by rainfall, flooding and other weather events. With the increase costs of construction materials and the increase in the amount of precipitation being experienced in recent years, it is not possible to keep up with maintenance of rural gravel roads and small bridges. We also need to examine the possibility of additional revenue streams for this purpose.

**Opioid Epidemic** - The UCC recognizes the spread of opioid-related abuse and deaths, including abuse and deaths related to the use of heroin and abuse of prescription drugs, and the effects this abuse has on communities. The UCC encourages the General Assembly to seek additional measures that mitigate and curb the abuse of opioids and other injection-drugs. We appreciate the action the legislature took to enhance the Iowa Prescription Management, a key part of any strategy employed to reduce the use of the abuse of prescription drugs. We appreciate the Legislature's effort during the 2018 and 2019 sessions. Though opioid-related deaths in Iowa are down, opioid abuse causes other impacts on Iowa families, including:

- An increase in accessing and using the family courts or DHS services as children are removed from homes where opioid abuse is present;
- An increase in accessing mental health services and trauma-informed care for children in families or homes where opioid abuse has been present;

The UCC continues to encourage the Legislature to adequately fund the drug courts. In addition, we urge the Legislature to work with law enforcement groups to make sure that Iowa's drug paraphernalia laws are compatible with best practices with regards to harm reduction strategies.

**Tax Credits:** Tax credits play a major role in rebuilding communities. While we understand that these programs should be used judiciously, we believe that the current tax credit programs work (such as Historic Tax Credit, the Endow Iowa Tax Credit, and the Renewable Energy tax credits). Any policy that proposes to change the way these credits currently work should be carefully balanced against the economic/tourist value if implemented.

**Tax Increment Financing:** We understand that this is an important tool (and one of the few left) to local governments to encourage economic development. We request that the legislature that county governments in a similar manner that school districts, namely consider a mechanism to replace revenue lost from TIF districts when they are established in counties. Should changes be considered, we ask that the legislature make counties more active partners in the use of TIFs.

**Payment in Lieu of Taxes:** we request that the state consider clarifying the statute governing PILT and make it mandatory that when a PILT agreement is reached that the payment is equitably distributed between all of the taxing jurisdictions.

**Medicaid reimbursement to County owned facilities:** Counties that still have county hospitals are not receiving the state set rate for RCF services. MCO's are paying the lower negotiated rate (80%). The counties in the UCC that are providing these services did not negotiate this rate and in the absence of a negotiated rate the MCO's should be required to pay the state rate. The current system of managed care has failed and the Legislature must address the issue by returning to the previous system or finding other sustainable options.

**REAP** - We encourage the Legislature and the Governor to fully fund the program at the \$20 million level.

**County Bonding** - We believe that in matters of public finance, counties should be treated in the same manner as cities. We support allowing counties the same flexibility in bonding for certain projects that the cities currently enjoy. We also ask that the limit be raised to a consistent level with cities, currently five million dollars. In addition, the definitions of essential county purpose have not been updated to address new challenges faced by counties. We ask that the following categories be added to essential county purposes: disaster recovery, disaster mitigation, water quality initiatives and courthouse improvements and upgrades.

**Emergency Management Agency Funding** – The current funding formula does not adequately address the needs of the urban counties in Iowa. Eliminate the funding cap on urban counties. We also encourage the State to pass through 80% of the federal funding it receives to counties.

**Early Voting**—the UCC requests that the legislature return to an early voting period of 40 days rather the current 29 days.

**Update State Noxious Weed Law** - The threat of invasive plant species is a quickly growing problem across all of Iowa. The current Noxious Weed Law (Code of Iowa Chapter 317) addresses the control and seed production of mainly agricultural problematic species. But since the creation of Iowa’s Noxious Weed Law in the 1920s, many other invasive plant species have spread across Iowa. Because these very problematic invasive plant species are not regulated within the Iowa Noxious Weed Law, there is little County Weed Commissioners can do to combat and manage these species. Legislative action and appropriate funding is critical to modernize and update the State Noxious Weed Law, including bringing together multiple partners and stakeholders such as Farm Bureau, Iowa Department of Natural Resources, IDALS, Iowa Weed Commissioners Association and private landowners for input to more effectively and efficiently manage the threat of existing noxious weeds and invasive species.

**Maintain jurisdiction of children in juvenile court** - All children deserve to have their cases served in juvenile court systems, where they can have their individual needs and the specifics of their case considered. To achieve this (Code of Iowa 232.8) the law should be changed to ban the placement of children in adult jails and to remove “statutory exclusion” which automatically transfers children accused of certain offenses to adult court, thereby removing the discretion of juvenile court judges to evaluate on a case-by-case basis.

**Manufactured Housing Communities** - Manufactured housing communities are critical to the affordable housing infrastructure in rural Iowa. Counties have seen a dramatic increase in the purchase of these communities by out of state companies. We would like to see the state consider adopting laws that offer residents of manufactured housing communities similar protections to those offered by Iowa’s landlord/tenant laws.

**Alternative Project Delivery** - We request that the legislature more clearly define how a local government can determine whether or not a respondent to a public bid on a project is “responsible” as listed in Iowa code. In addition, Iowa should consider allowing alternative methods of project delivery when it is the best interest of the taxpayer to do so.

**Property Definitions** - The legislature should more clearly define what constitutes a farm for the purposed of property tax calculations.

**Master Matrix** - We request that the legislature allow local county boards of supervisors (at their discretion) the opportunity to schedule and hold a public meeting before any project that meets the master matrix requirements be allowed to proceed.

**Ban the Box** -- Remove any questions about criminal records from public employment applications.

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

December 12, 2019

APPROVAL OF THE URBAN COUNTY COALITION  
LEGISLATIVE PRIORITY ISSUES

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

Section 1. That the Urban County Coalition 2020 Legislative Issues and Priorities is hereby approved.

Section 2. This resolution shall take effect immediately.