



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

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*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 and 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.