



Strategic Plan 2005 – 2010
and
Biennial Goal Setting 2005-2006

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SCOTT COUNTY

GOALS FOR 2010

Top Quality Workforce

Financially Sound County Government

Improved County Facilities

Effective Use of Technology

**Quality Services Provided in a
Cost-Effective Manner**

Scott County: P-R-I-D-E

GOAL 1: TOP QUALITY WORKFORCE

Objectives

1. Provide career development opportunities: training, cross-training and advancement; supervisory training and mentoring programs.
2. Maintain competitive compensation: wages, benefits, etc.
3. Recruit and select quality employees committed to serving with P-R-I-D-E; retain quality employees; strong hiring within practice.
4. A qualified workforce reflecting our community, our customers.
5. Scott County – employer of choice.

Means to Citizens

- o Cost savings due to less/low turnover.
- o Better services from committed employees.
- o Better value in government.
- o Customer-friendly services – employees enjoy serving you.

Gaps: Challenges and Opportunities

1. Retirement and succession planning.
2. Difficulty in hiring: selected positions.
3. Integration: new generation employees.
4. Competitive salaries and benefits.
5. Revenues to support current services and staffing levels.

GOAL 2: FINANCIALLY SOUND COUNTY GOVERNMENT

Objectives

1. Expand tax base.
2. Provide an annual balanced budget.
3. Maintain or enhance service levels.
4. Work with legislature to end non-funded state mandates; more local control on property taxes; other revenue sources.
5. Maintain acceptable fund balance/reserve levels.
6. Protect current revenues from the state: mental health fund.

Means to Citizens

- o Reasonable, fair taxes.
- o Stable County government.
- o Improved access to County services.
- o Continued service availability.
- o Responsible spending of taxpayer dollars.

Gaps: Challenges and Opportunities

1. Interest rates.
2. Unfunded mandates.
3. Funding: Homeland Security.
4. Requests for dollars: saying "no."
5. Living within the means.
6. Competition: road use tax.
7. Increasing funding reserves.
8. Mental health fund – state actions.
9. Major funding for jail: staffing, programs, facilities.
10. Cost of health insurance.

GOAL 3: IMPROVED COUNTY FACILITIES

Objectives

1. Construction of new jail and transition to new service model.
2. Modernize and upgrade current county facilities.
3. Continue commitment to capital replacement.
4. Transition to criminal justice courthouse.
5. Maintenance of County facilities and buildings: high level.

Means to Citizens

- o Better public access.
- o Pleasant experience in our facilities.
- o Lower cost of ownership.
- o Better customer service.
- o Good work environment for employees – helps to retain good employees.

Gaps: Challenges and Opportunities

1. Jail: construction and service model transition.
2. Funding: future improvement projects (facilities: courthouse and Fifth Street property).
3. Parking: public, employees, jurors.
4. Courthouse: completion, directional signage.
5. Juvenile court space.
6. Facility maintenance.
7. ADA compliance: courthouse, polling place, recreational area.
8. Renovation: park facilities.
9. Greater use of recreational areas – staying close to home.

GOAL 4: EFFECTIVE USE OF TECHNOLOGY

Objectives

1. Implement GIS system.
2. Continue e-commerce for Scott County – effective use of Internet.
3. Improve public access through technology.
4. Transition to new approach for information technology.
5. Keeping up with information technology changes: hardware/software.

Means to Citizens

- o Improved accessibility to County services and information.
- o Cost savings.
- o Customer satisfaction through efficient, timely service delivery.
- o Feeling: County is up-to-date.

Gaps: Challenges and Opportunities

1. GIS implementation.
2. Records management systems.
3. Mental health systems.
4. Record storage: mental health.
5. E-commerce expansion.
6. Keeping up with new technology and software.
7. Staffing: information technology.
8. Security.
9. Disaster plan.

GOAL 5: QUALITY SERVICES PROVIDED IN A COST-EFFECTIVE MANNER

Objectives

1. Maintain low per capita tax levy among Iowa counties.
2. Continue service improvement – more cost-effective service delivery utilizing intergovernmental partnerships when feasible.
3. Provide customer-friendly services in a timely, accurate manner.
4. Maintain our infrastructure in a cost-effective manner.

Means to Citizens

- o Low taxes providing good value for tax dollars.
- o User-friendly services that are convenient.
- o A place for recreation and education.
- o Satisfied customers.
- o Employees concerned about quality.

Gaps: Challenges and Opportunities

1. More services, staffing.
2. Facilities: challenges.
3. Competition for resources and grants.
4. Work smartly: better ways to do business.
5. Financial initiative program continuation.
6. Title 19 revenue increases (mental health).
7. Work flow analysis – streamlining business processes.

GOAL 6: SCOTT COUNTY: P-R-I-D-E

Objectives

1. P-R-I-D-E continues to grow – our organizational culture.
2. Actions and decisions guided by P-R-I-D-E.
3. Recruit, select and recognize employees who value P-R-I-D-E.
4. Board-elected officials – appointed employees working together.

Means to Citizens

- o Better services.
- o Teamwork in County.
- o Educated employees.
- o Employees taking P-R-I-D-E in their work.

Gaps: Challenges and Opportunities

1. Maintaining philosophy.
2. Recruiting new employees.
3. Departmental support for employee participation.
4. Participate in community activities.
5. Longevity of staff.
6. Employee buy-in to P-R-I-D-E.
7. "Gifts" for employees.
8. Enhancing: P-R-I-D-E program.

SCOTT COUNTY: CORE BUSINESSES

PRIMARY

Maintain and Protect Public Records

Collect and Distribute Revenues

Provide for Safety of Citizens

Support Services for Citizens With Special Needs

Construct and Maintain Secondary Roads

Promote and Protect Health of Citizens

SECONDARY

Control Land Uses and Development in Unincorporated Areas

Provide Parks, Recreation and Conservation Services

PRIMARY BUSINESSES

Core Business 1: Maintain and Protect Public Records

Key Elements

- o Vital records: birth, death, marriage.
- o Voter/elections.
- o Tax, real estate and vehicle registration.
- o Legal documentation.
- o Medical/health records.
- o Departmental and operating information.

Value to Citizens

- o Protect privacy of personal information.
- o Accurate records and information – timely.
- o Satisfies legal requirements.
- o Access to/for public.
- o Records in a central place.
- o Maintain and protect public records.
- o Archive and protect public records for future generations.

Core Business 2: Collect and Distribute Revenues

Key Elements

- o Collect taxes (property taxes, fees and vehicle registration).
- o Distribute taxes and fees in a timely manner.
- o Record amount to be collected.
- o Maintain security of funds at every level with policy.
- o Invest County dollars in a prudent manner.

Value to Citizens

- o Allows other governments/agencies to operate.
- o County services supported through revenue collection.
- o Efficiency of services keeps tax levy down.
- o Effective use of tax dollars.

Core Business 3: Provide for Safety of Citizens

Key Elements

- o Operate jail facility: pretrial, sentenced.
- o Operate juvenile detention facilities and programs.
- o File appropriate charges in court.
- o Prosecute criminals or individuals who break laws.
- o Provide crisis intervention, diagnosis of mental and physical problems.
- o Support alternatives to detention.
- o Respond to citizen calls for assistance.
- o Provide security to courts.
- o Provide legal representation for all County offices/departments.
- o Provide rehabilitative services.

Value to Citizens

- o Safety for community and offenders.
- o Satisfy public's need for "punishment."
- o Accessibility of jail to courts.
- o Reduction in future criminal behavior.

Core Business 4: Support Services for Citizens With Special Needs

Key Elements

- o General assistance.
- o Veterans' assistance and services.
- o Mental health/developmental disabilities systems management.
- o Funding support to community agencies.
- o Protective payee.

Value to Citizens

- o Improve quality of life for individuals/families in need.
- o Safety net for basic needs.
- o Safer community – peace of mind.
- o Common decency and dignity of people.

Core Business 5: Construct and Maintain Secondary Roads

Key Elements

- o Construction of roads and bridges.
- o Maintenance of roads and bridges.
- o Snow removal.
- o Well-maintained fleet of equipment.
- o Maintenance of public records.
- o Cooperation with other governmental agencies.

Value to Citizens

- o Provides safe and efficient travel for public.
- o Decreased cost of travel.
- o Ease of travel – time savings.
- o Job completed in a timely fashion (well maintained equipment).
- o Time and dollars saved in obtaining road records.
- o Less tax dollars for best possible system.

Core Business 6: Promote and Protect Health of Citizens

Key Elements

- o Monitor health status of community.
- o Diagnose and investigate diseases.
- o Provide environmental protection services – food safety, water, sewage, nuisance, lead, etc.
- o Educate and inform public about health issues.
- o Mobilize the community to deal with health issues.
- o Link people to appropriate health agencies.
- o Provide/select health services.

Value to Citizens

- o Reduced incidence of disease and disability.
- o Reduced health insurance costs.
- o Cleaner air, water.
- o Safe food at restaurants.
- o Protection from health threats.

SECONDARY BUSINESSES

Core Business 7: Control Land Uses and Development in Unincorporated Areas

Key Elements

- o Issue building permits.
- o Enforce zoning regulations.
- o Establish land use policies.
- o Enforce subdivision regulations.
- o Apply and enforce building codes.

Value to Citizens

- o Reduced sprawl through controlled growth.
- o Protect property values.
- o Protect agricultural land/operations.
- o Improved building safety.
- o Protection of natural resources and environment.

Core Business 8: Provide Parks, Recreation and Conservation Services

Key Elements

- o Maintain parks and facilities.
- o Provide recreational services: golf, swimming, camping, special events, wildlife conservation, Pioneer Village.
- o Operate facilities: golf course, swimming pool, parks.
- o Provide environment educational opportunities.

Value to Citizens

- o Leisure opportunities close to home.
- o Preservation of natural resources.
- o Promotion: healthy family-oriented activities.
- o Contributing to quality of life.
- o Variety of educational opportunities.

Administration/HR

Successes (2003-2004)

- o GASB 34 implementation.
- o Financial initiative 2003.
- o GFOA budget and audit awards (other departments assisted).
- o CJAAC coordination (meetings, summits, speaking engagements, etc.).
- o Comprehensive revisions to personnel policies.
- o Bonus system implementation.
- o Negotiated successful multi-year union agreements.
- o Developed affirmative action plan.
- o Health insurance premium increases held below national average.

Challenges (2005-2006)

- o Financial stability.
- o New legislation impact (state and federal).
- o Bi-annual financial initiative.
- o Employee health care benefits review.
- o Union negotiations, contract administration.
- o Appropriate staffing.
- o HRIS.
- o General policy review.
- o Succession planning.

Attorney

Successes (2003-2004)

- o Prosecutor dialog.
- o Promote from within.
- o Expansion.
- o Conviction rate.
- o Courtroom technology.

Challenges (2005-2006)

- o Managing caseload.
- o Controlling overtime.
- o Maintaining staff.
- o Relocating.
- o Technology – office and courtroom.
- o Grant funding.

Office/Department Successes (2003-2004) and Challenges (2005-2006)

Auditor

Successes (2003-2004)

- o Presidential election (facilitation).
- o Implementation of tax system (Treasurer and Auditors).
- o The fact that I can say positive things about every department and everyone in this room (very important).

Challenges (2005-2006)

- o Going paperless/convincing others.
- o Voting systems/sec. of state/legislature.
- o Eliminate us vs. them mentality.

Community Services

Successes (2003-2004)

- o Computer.
- o New payee program.
- o Selected mental health system.
- o Revised payee procedures.
- o Change in mental health funding formula.
- o Rewrote GR guidelines.
- o Day hab – Title XIX – services.
- o Under 10% fund balance.
- o Completed 3-year strategic plan.
- o Decrease population at Woodward/Glenwood.
- o Jail case management – new program.
- o Agreement on COA.
- o Mental health redesign.
- o Fiscal committee.
- o Legal settlement – work group.
- o Jail medical psych costs to mental health fund.
- o Soft room at JDC.

Challenges (2005-2006)

- o Commitment processes.
- o Develop flexible day hab program.
- o Audits – ARO – HCBS (pre-voc definition).
- o Mental health computer system.
- o Mental health funding and levy rate impact.
- o Mental health redesign – state cases – legal settlement.

Office/Department Successes (2003-2004) and Challenges (2005-2006)

- o In-House Safety Program.
- o New Director Transition.
- o Child Welfare Redesign impact on severely emotionally disturbed (SED) kids.
- o More movement from State Resource Centers to the community.
- o MH-DD Redesign Legislation.

Conservation

Successes (2003-2004)

- o Increased capital funds.
- o Reorganization of staff.
- o On-line reservations.
- o GPS/Wi-fi.
- o New campground construction.
- o Starting Lake Odetta project with Sec. Roads.
- o Computer upgrades.
- o Recreation software upgrade.
- o Pool/beach feasibility study.

Challenges (2005-2006)

- o Costs of construction and renovation of existing facilities (aging infrastructure).
- o The POOL.
- o Insufficient funds.
- o E-commerce.
- o Attracting quality seasonal staff (pay scale).
- o Golf course improvements and profitability.
- o 2006 state conference/50th anniversary of Scott County Conservation Board.
- o Offering something "new."

Facilities

Successes (2003-2004)

- o Admin Center renovation.
- o Spaeth property acquisition.
- o Jail planning and community approval.
- o Welcome Center improvements.
- o Staff stability.

Challenges (2005-2006)

- o Jail project – very visible, high stakes.
- o Reviving master plan.
- o Technology – automation and integration.
- o Continued evolution of purchasing.
- o Process improvement and enhancing internal customer service.
- o Storage/warehousing.

Health Department

Successes (2003-2004)

- o Implementation of strategic plan – most objectives completed.
- o Update of community health assessment/health improvement plan.
- o Transition to new Deputy Director and reorganized department.
- o Develop new budget indicators and department cost centers.
- o Resolution of Buffalo ambulance problems.
- o Development of boilerplate bio emergency plan.
- o Successful resolution for West Nile virus plan.
- o Successful resolution to flu vaccine crisis.

Challenges (2005-2006)

- o Jail health management system.
- o Continue development of bio emergency action plan (i.e., exercises).
- o Incorporate electronic disease surveillance reporting system (state driven).
- o Leadership succession plan.
- o Recruit competent and qualified individuals to the public health workforce (certification and accreditation).
- o GIS system.

Information Technology (IT)

Successes (2003-2004)

- o Work order system/help desk.
- o Creating/hiring infrastructure supervisor.
- o Hiring programmer analyst.
- o New office/computer room.
- o Upgrade to ZIM development platform.
- o PC imaging process.
- o New training room.
- o PC replacement strategic plan/budget.
- o Document imaging implementation.

Challenges (2005-2006)

- o Security.
- o Disaster recovery.
- o Technical skills/training.
- o Staffing.
- o Work load/expectations.
- o Accountability/project management.
- o Recorder boat and snowmobile applications.
- o Community services MH/DD applications.
- o GIS System Development.

Juvenile Detention

Successes (2003-2004)

- o Developed working relationship with mental health system.
- o Firmed up setting mental health services for residents – rubberized room.
- o Recreated the management team (touching all shifts).
- o Detention Center remodeling/expansion.

Challenges (2005-2006)

- o Alter programming to meet increasing length of stay.
- o Intake process becoming more time consuming.
- o Keeping a well-trained core of part-timers.

Planning and Development

Successes (2003-2004)

- o Lost Lake area down zoning.
- o Record permit revenue without staffing increase.
- o No lawsuits.
- o Mississippi Valley Welcome Center remodel and renovation.
- o Participation in ISAC Board.

Challenges (2005-2006)

- o GIS implementation.
- o Zoning enforcement – chronic problem areas.
- o Continued implementation of future land use map - down zoning various A-G areas to A-P.
- o Participation in CoZo and ISAC.
- o Adoption of building code update.
- o Building inspection (continue responsiveness).
- o Tax deed auctions.
- o QCCVB chairman.

Recorder

Successes (2003-2004)

- o Conversion to COTT system.
- o Move to Admin. Center.
- o Working together as a team.
- o Implementing HECON copy system.
- o Working with Abstractors, Bar Association and IT to overcome new system issues (real estate).
- o PRIMA compliance.
- o CLRIS system.
- o Passport website.

Challenges (2005-2006)

- o Centralizing remaining books from courthouse (high density).
- o Going on-line with CLRIS.
- o Create multiuser boat system.
- o Further conversion of historical records to database (1942-1994).
- o E-recording.

Secondary Roads

Successes (2003-2004)

- o Smooth transition in taking over state routes (no increase in staff or \$).
- o Transition to new maintenance foreman.
- o Largest construction season in history – “awards.”
- o Union contract – 4-year contract with only (1½) day sessions.
- o GASB 34 reporting.
- o Obtained two employees from other County departments; continuing to promote career opportunities from within the County.

Challenges (2005-2006)

- o Transition to new County Engineer.
- o Providing same or increased services with constant tax dollars.
- o How to utilize GIS?
- o Auto vehicle locator expansion.
- o Increase maintenance of subdivision streets.

Sheriff

Successes (2003-2004)

- o Jail.
- o Meth task force.
- o Joint Terrorism Task Force (JTTF) participation.
- o Cody system implementation.
- o Small town contracts.
- o Automated vehicle locator (AVL).

Challenges (2005-2006)

- o Jail....
- o Consolidation of services.
- o Federal/state funding.
- o Maintain/expand service levels.

Treasurer

Successes (2003-2004)

- o Property tax system conversion.
- o Motor vehicle (DOT) conversion.
- o Move from courthouse to Admin. Center.
- o Web payments for property tax.
- o Web payments for vehicle registration.
- o Satellite DL station at Admin. Center (then left...).
- o Titles scanned for Imageware by FSS.
- o No employee turnover.
- o Good employee morale.
- o Increased workload with existing staff.

Challenges (2005-2006)

- o Staff satisfaction.
- o Driver's License presence at Admin. Center.
- o Let down after 2 years of change, change, change...
- o Proposed legislative changes with property tax.
- o Customer satisfaction.

SCOTT COUNTY
TARGET ISSUES 2005 – 2006

Top Priority

- o Jail construction and service model transition.
- o GIS implementation.
- o MH-DD redesign.
- o Courthouse remodeling.
- o Federal and state lobbying: BRAC/I-74 Bridge/State property tax reform.

High Priority

- o Disaster recovery/business continuity plan.
- o IT systems and security implementation and enhancements.
- o County-wide consolidation dispatch study and decision.
- o Fifth Street property disposition.
- o Security threat awareness planning.
- o Continued intergovernment cooperation.

Management Agenda

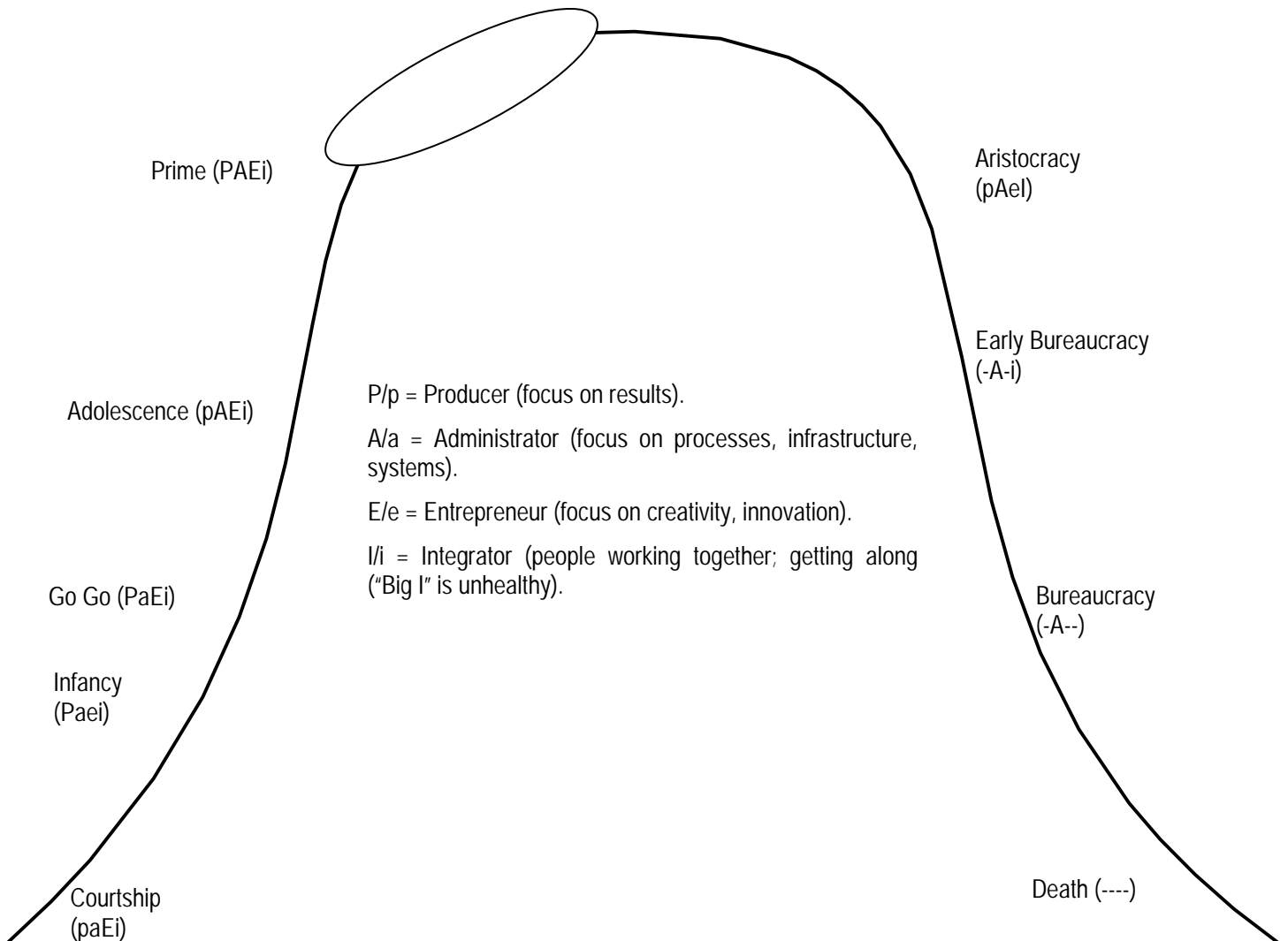
- o Controlling continually rising health care costs.
- o Financial initiatives program.
- o Management and key staff succession planning.
- o Golf course profitability.

SCOTT COUNTY
SUMMARY NOTES
JANUARY 18-20, 2005

Life Cycle Discussion

The Scott County management team reviewed and discussed the organization life cycle model and how it may apply to County government.

Mature (PAei)



Life Cycle Discussion

- Mature – the right thing to do – be careful about complacency.
- E/e – the role of government is to not create anew – government rules/regulations.
- 12 prime/mature – still see new ideas.
- “Blue ribbon” – still Big E.
- Focus on customer service.
- Big A investment.

Life Cycle Conclusions/Ideas

- Ways to generate new ideas among Admin./dept. heads/elected officials, etc.
- Consensus of group is that the County is between prime and mature. In order to keep the organization operating near its prime, administrators and department management must continue to incorporate ways to generate new ideas among its employees.
- Mentoring program for dept. heads, elected officials.

County-Wide Successes (2003-2004)

The planning team was asked to identify both County-wide and department level successes over the last 2 years (2003-2004). Successes mentioned multiple times are noted with the number of mentions in parentheses.

- Passing jail referendum (13).
 - Remodeling/renovation – SCAC/juvenile detention (13).
 - System upgrade/web on-line services/core enterprise system (user dept. ownership was mentioned by IT department as a key to success) (10).
 - GIS strategic plan (4).
 - Continued fiscal strength and management (3).
 - CJAAC initiatives (2).
 - HIPAA implementation.
 - Able to retain solid employee benefits.
 - Implemented property tax system.
 - Continued efforts to improve public perception of government.
 - Improvement of relationships with local state representatives.
 - Ease of handling 2004 Presidential election. Teamwork – absentee ballots.
 - Support for Scott Co. Economic Development initiatives – River Renaissance, YMCA, John O'Donnell.
 - Ability to successfully manage fiscal budgets in light of unfunded mandates.
-

Strategic Assumptions

The planning team discussed the concept of strategic assumptions and the importance of identifying strategic assumptions as part of a future goal-setting process. Strategic assumptions were identified as follows:

Economy

- QC economy will have, at best, moderate growth over next 2 years, but will not see a downturn.
- There will be significant amenity additions in QC over next 2 years (Art Museum, WIU campus).
- The Arsenal will continue to be viable and significant employer for the QCA.
- Continued low inflation will occur.
- Moderate increase in interest rates.
- Continued focus on new venture initiatives.
- Businesses will continue to look to outsource jobs when feasible.
- Will continue to be difficult to find capable employees for certain skilled positions (nurses, IT).
- There will be increased consumer expectations for convenient on-line services.
- Health care costs will increase at 10-15% annual rate.

State/Federal Legislation

- Significant uncertainty regarding state funding impacting County functions.
- Will continue to be heavy pressure on state budgets.
- Will be continued reductions in federal flow-through \$ to support County activities (i.e., Homeland Security).
- Fed/state Medicaid changes could negatively impact community services provider activities (cigarette tax).
- There will be some type of state tax reform that could negatively impact County.

Demographics

- Continued aging of Scott County population.
 - Zero growth in Scott County.
 - Changing population mix to older adults and less children.
 - Housing growth will continue to shift to Scott County suburbs.
 - Less focus on housing growth/development in urban/inner city.
 - Widening gap related to affordable housing.
 - Over next 2 years could be impact of Armed Forces returning from Middle East.
-

Core Businesses – Mandated vs. Not Mandated

The group reviewed the prior work completed by the group related to core businesses. Various changes were recommended. These changes have been incorporated into the plan document.

Primary

- Maintain and protect public records.
- Constructing and maintaining secondary roads.
- Promote and protect health of citizens.
- Provide for safety of citizens.
- Support services for citizens with specific needs.
- Provide parks, recreation and conservation services.

Public Records

- Tax, real estate and vehicle registrations.
- Maintain/protect public records, value add.
- Archive and protect public records for future generation.

Collect/Dist. Revenues

- Collect taxes (property taxes, fees and vehicle registration).

Public Safety

Key elements:

- Respond to citizen calls for assistance.
- Provide security to courts.
- Provide legal representation for all County offices/departments.
- Provide rehabilitative services.

Value to citizens:

- Provide a safe community.

Recorder

- Key elements: register recreational vehicles.

Public Health

- Key elements: Provide/select health services.
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Previous Goal Statements (2003-2008)

The planning team reviewed the 6 goal statements from the previous plan and discussed each. The planning team consensus was that no changes were necessary to the 6 long-term goal statements.

Goal 1 – Top Quality Workforce

- High public demand for Scott County job.
- Competitive wage and benefit package.
- Strong “hiring within” practice.
- Training/cross-train – “college” course catalog using in-house/outside resources. Supervisory training/mentoring program/orientation.
- In general, low turnover.
- Healthy turnover due to not meeting expectations.

Goal 2 – Financially Sound County Government

- Reputation as a well run, financially sound government.
- Fund balance state – exceeding current levels.

Goal 3 – Improved County Facilities

- Completing master plan for all facilities.
- Pay as you go basis, other than jail.

Goal 4 – Effective Use of Technology

- Has become major and ongoing component of County’s capital and operating budget – stay ahead of curve.

Goal 5 – Quality Services Provided in Cost Effective Manner

- Have been in top 1 or 2 last several years – will be challenge in future, but still maintain top quartile among Iowa counties.

Goal 6 – P.R.I.D.E.

- P.R.I.D.E. committee – employer of quarter/BOS recognition.
- Years of service awards.
- New Boardroom facilities conducive to culture.
- “Bureaucrats” Band.
- Supported by BOS.
- PIP ideas are at all times high.
- United Way fund leaders.

2010 Goals – Possible

- Joint services/collaborative efforts to promote efficient services.
 - Do not add as separate goal. Add “collaborative” as part of goal and add in objective (“joint?” “shared?” “partnerships?”)
-

County-Wide Challenges for 2005 – 2006

Each department presented their view of the County's main challenges for 2005 and 2006. These challenges are summarized below and are also used as a key input for top and high priority target issues for 2005-2006.

- Jail construction and service model transition.
- GIS implementation.
- Disaster recovery/business continuity plan.
- IT system and security implementation and enhancements.
- Consolidated dispatch/communications study and decision.
- Maintained service levels with little or no increase in taxes.
- Controlled rising health care costs.
- Succession planning for key staff.
- Maintained fiscal stability.
- Recruited and retained quality workforce.
- Fifth Street property disposition.
- Courthouse remodeling.
- MHDD redesign.
- Federal lobbying – BRAC/I-74.
- State lobbying – property tax reform.
- Homeland Security, etc.

Department Successes/Challenges

In addition to the office/department successes and challenges presented by each office/department (see pp. 13 to 27 of plan document), each department was asked to specially mention departments for their work during the past 2 years. These are as follows:

Special Mentions

- Interest/support from Board of Supervisors on various department initiatives (Health-echoed by others).
 - Tax suspension program – Treasurer's office (Community Services).
 - Sheriff picking up courier service (Treasurer).
 - Risk management focus and efforts in-house resources (Engineering Dept.).
 - Sheriff office – bailiff assistance (Treasurer's office/Auditor's office).
 - Protective payees system/Auditor's office (Community Services).
 - Move to new facilities – work of Facilities – seamless (Administration).
 - Bureaucrats Band – County camaraderie (Admin.).
 - Assistance of Attorney's office/Sheriff's office for P&D matters (P&D).
-