

# ***STRATEGIC PLAN***

## ***2009 → 2014***

### **EXECUTIVE SUMMARY**



***Scott County, Iowa***  
***January 2008***



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# **STRATEGIC FRAMEWORK**

## **GOALS 2014**

*“Desired Destination for Scott County”*

## **PLAN 2014**

*“Map to Scott County’s Destination”*

## **EXECUTION**

*“Route for Next Year”*

## **MISSION**

*“Responsibilities of Scott County  
Government”*

## **BELIEFS**

*“Expectations of Scott County Employees”*

# **Scott County Goals 2014**

**Financially Sound County Government**

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**Growing County**

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**Healthy, Safe Community**

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**Service Excellence with P.R.I.D.E.**

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**Regional Leadership by Scott County**

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**Leader as a Sustainable, “Green” County**

## **Scott County**

### **WE SERVE OUR CITIZENS WITH:**

**P**rofessionalism

**R**esponsiveness

**I**nvolvement

**D**edication

**E**xcellence

**GOAL 1**

**FINANCIALLY SOUND COUNTY GOVERNMENT**

► **Objectives**

**Objective 1** Resources to support defined services and service levels

**Objective 2** Diverse revenue sources for the county

**Objective 3** Defined core county services with service priorities

**Objective 4** Maintain low tax rate with high level of service

**Objective 5** Reserves consistent with county policy and national standards

**Objective 6** Maintain/Enhance county bond rating

**Objective 7** Leverage county resource through grants, partnerships and use of volunteers

► **Short-Term Challenges and Opportunities**

1. State actions or inactions affecting county revenues and services
2. Federal and state revenues available through stimulus package
3. Refining and changing the budget process
4. Determining service priority
5. Investing in the future during tight financial times

► **Actions 2009**

**PRIORITY**

*Policy Agenda*

1. Balanced Budget with Fund Balance
2. Fine Payment Program: Evaluation, Direction, Staffing and Funding

Top Priority

High Priority

*Management Agenda*

1. Financial Management System: Evaluation and Direction
2. Budget: Revision
3. Stimulus Package Projects: Preparation and Actions

Top Priority

Top Priority

Top Priority

*Management in Progress*

1. Golf Debt Retirement and Profitability: Implementation
2. Labor Negotiations and Contracts: Policy Direction and Approval



**GOAL 2**

**GROWING COUNTY**

► **Objectives**

**Objective 1** Attraction of new businesses to Scott County

**Objective 2** Jobs with “living, family” wages

**Objective 3** Development occurring in appropriate locations within corporated areas

**Objective 4** New developments meeting defined standards and service levels

**Objective 5** Effective secondary road system meeting needs of County residents and maintained at defined service levels

**Objective 6** Expanded transportation links beyond Scott County: rail and river

► **Short-Term Challenges and Opportunities**

1. Producing tangible economic development results
2. Funding for economic development activities
3. Funding for roads
4. Creating jobs with living wages
5. Maintaining and enhancing a climate attractive for business and workforce

► **Actions 2009**

**PRIORITY**

*Policy Agenda*

1. Quad City Development Group: Participation and Funding
3. Air Quality Attainment Strategy and County Actions: Development
2. Zoning and Subdivision Ordinance Amendments: Adoption
4. GIS: Development and Funding
5. Rail Service (short term) to Chicago: Actions

Top Priority

Top Priority

*Management in Progress*

1. International Building Code: Adoption

**GOAL 3**

**HEALTHY, SAFE COMMUNITY**

► **Objectives**

**Objective 1** Effective Diversion Programs producing defined, desired outcomes

**Objective 2** Effective SafetyNet serving needs of county residents

**Objective 3** County prepared for response and recovery from an emergency or disaster

**Objective 4** Predictable and secure funding for MH/DD

**Objective 5** Residents confidence and trust in county health and safety services

► **Short-Term Challenges and Opportunities**

1. Delivering SECC on time, within budget
2. Funding for mental health
3. Funding for validated recidivism reduction strategies and programs
4. Outdated court room facilities and security, and funding for improvement
5. Measuring results from Diversion Programs – reducing recidivism
6. Direction and funding for Tremont

► **Actions 2009**

**PRIORITY**

*Policy Agenda*

1. Court Room Renovation: Evaluation, Plan and Funding
2. Juvenile Court Service Space: Design and Funding
3. Jail Expansion: Funding, Business Plan and Direction

Top Priority

High Priority

*Management Agenda*

1. Direction Programs: Performance Measurements, Effectiveness  
Assessment and Direction
2. SECC: Construction, Equipment Order

Top Priority

*Management in Progress*

1. Continuity of Operation Plan for Scott County: Development
2. Emergency Preparedness Drills: Plan and Conduct
3. Hazard Mitigation Plan: Development (with Bi-State)
4. Redaction Program: Implementation
5. Novatime E-Time and Attendance Update: Implementation

**GOAL 4**

**SERVICE EXCELLENCE WITH P.R.I.D.E.**

► **Objectives**

**Objective 1**

Services with realistic, usable outcome-based performance measurements

**Objective 2**

Technology used to increase productivity, to enhance services and to reduce operating costs

**Objective 3**

Continuous service improvement institutionalized throughout county government

**Objective 4**

Services delivered in the most cost-effective, efficient manner

**Objective 5**

Quality county facilities that contribute to efficient operation and service effectiveness

► **Short-Term Challenges and Opportunities**

1. Fostering a “continuous improvement” culture
2. Effectively using technology
3. Service efficiencies and productivity enhancements
4. Funding for technology
5. Resource accountability

► **Actions 2009**

**PRIORITY**

*Policy Agenda*

- 1.. IT Master Plan: Evaluation and Development
2. Citrix Upgrade: Evaluation and Funding
3. Election Equipment: Evaluation and Direction

Top Priority

High Priority

High Priority

*Management Agenda*

1. Lean Concept and Efficiencies Program: Development
2. Human Resource/Administrative Policies (SOP): Review and Refinement
3. Leadership Development Program: Current Leaders and Emerging Leaders
4. Phone System: Evaluation and Direction

Top Priority

High Priority

High Priority

High Priority

*Management in Progress*

1. Performance Evaluation System: Implementation (for managers and employees)
2. Imagining Program: Continuation
3. Service Desk Application: Project Implementation

► **Major Projects 2009**

1. Scott County Park Pool Project: Spray Pad, Parking Lot
2. Park Improvement Projects: Completion
  - Glynn's Creek Golf Course (pond and culvert replacement)
  - Pioneer Village (jail and print shop)
  - Summit Campground (restrooms)

**GOAL 5**

**REGIONAL LEADERSHIP BY SCOTT COUNTY**

► **Objectives**

**Objective 1**

Active participation and leadership in regional organizations

**Objective 2**

Increased service efficiency and effectiveness through regional cooperation, partnership and consolidation

**Objective 3**

Scott County facilitating dialog among governments on common issues, problems and opportunities

**Objective 4**

More cost-effective delivery of services to residents through intergovernmental cooperation

**Objective 5**

Strong advocacy for the interests of Scott County

**Objective 6**

Development of models for service consolidation and partnership

► **Short-Term Challenges and Opportunities**

1. Residents trust and confidence in Scott County government and its leadership
2. Identifying the next opportunity for service collaboration and/or consolidation
3. Delivering results with SECC

► **Actions 2009**

**PRIORITY**

*Policy Agenda*

2. Legislative Program for Scott County: Advocacy

**High Priority**

*Management Agenda*

1. SECC: Construction, Equipment Order

**Top Priority**

**GOAL 6**

**LEADER AS A SUSTAINABLE COUNTY**

► **Objectives**

**Objective 1**

National and regional recognition as a leader in “green” and sustainability

**Objective 2**

Improved air quality in Scott County region

**Objective 3**

Increased county use of renewable energy in facilities and fleet

**Objective 4**

Incorporation of sustainability concepts in developments in Scott County

► **Short-Term Challenges and Opportunities**

1. Defining “green” and “sustainable” concepts and their application to Scott County
2. Funding and costs of “green,” sustainable programs, facilities, vehicles
3. Determining the return on investments
4. Realistic expectations and focused, doable actions for short term

► **Actions 2009**

**PRIORITY**

*Policy Agenda*

1. Sustainability Policy for Scott County: Evaluation and Direction
2. Recycling in the County: Evaluation and Development (with Solid Waste Commission)
3. Recycling in the County: Evaluation and Development (with Solid Waste Commission)
4. West Lake Renovation Project: Evaluation and Direction

High Priority

*Management Agenda*

1. Sustainability Public Education and Awareness Program for County Residents: Evaluation and Development (in partnership with Solid Waste Commission) – Website Incorporation of Sustainable: Development
2. Sustainability Plan for Scott County: Evaluation (county, department) and Development
3. Green Team Initiatives: Evaluation and Direction (internal county operations)

High Priority

High Priority

High Priority



# **Scott County Policy Agenda 2009**

## **TOP PRIORITY**

**Balanced Budget with Fund Balance**  
**Quad City Development Group: Participation and Funding**  
**Air Quality Attainment Strategy and County Actions: Development**  
**Court Room Renovation: Evaluation, Plan and Funding**  
**IT Master Plan: Evaluation and Development**

## **HIGH PRIORITY**

**Juvenile Court Service Space: Design and Funding**  
**Citrix Upgrade: Evaluation and Funding**  
**Fine Payment Program: Evaluation, Direction, Staffing and Funding**  
**Election Equipment: Evaluation and Direction**  
**Legislative Program for Scott County: Advocacy**  
**Sustainability Policy for Scott County: Evaluation and Direction**

# **Scott County Management Agenda 2009**

## **TOP PRIORITY**

**Budget: Revision**

**Stimulus Package Projects: Preparation and Actions**

**SECC: Construction, Equipment Order**

**Lean Concept and Efficiencies Program: Development**

**Direction Programs: Performance Measurements, Effectiveness  
Assessment and Direction**

**Financial Management System: Evaluation and Direction**

## **HIGH PRIORITY**

**Human Resource/Administrative Policies (SOP):  
Review and Refinement**

**Sustainability Public Education and Awareness Program  
for County Residents**

**Green Team Initiatives: Evaluation and Direction**

**Leadership Development Program:  
Current Leaders and Emerging Leaders**

**Sustainability Plan for Scott County: Evaluation  
(county, department) and Development**

**Phone System: Evaluation and Direction**