



Governing for the Future

2028 Vision, Motivating Values, and 3-5 Year Shared Strategic Direction Plan

**For County Government
Black Hawk County, Iowa**

**Adopted by the Black Hawk County Board of Supervisors
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Table of Contents

	Page
2028 Vision.....	3
Motivating Values.....	3
Vision Elements in a Rapidly Changing Future	4
Shared 3-5 Year Goals Arranged by Departmental Responsibility	6
County Attorney.....	6
County Auditor	6
County Board of Supervisors.....	7
Building Maintenance.....	14
Community Services.....	15
Conservation	16
Elected Officials.....	18
Emergency Management Agency.....	19
Engineer	20
Health.....	21
Human Resources	23
Information Technology	25
Planning and Zoning	28
County Recorder	29
Sheriff	29
Solid Waste Commission.....	31
County Treasurer	31
Veterans Affairs	32
Youth Shelter	32
Affected Departments	32

2028 Vision

Black Hawk County government is transforming itself with new capabilities for effective service to our citizens and greater-good decision making throughout the organization. We stay current with advances in technology and government to assure the best possible service to the public. We work in a culture of collaboration, learning from others' successes, and together, we anticipate and adapt to rapidly changing circumstances and demographics, both globally and locally. With others throughout our county and region, we form a safe, thriving community.

Motivating Values

Black Hawk County Government is committed to these six intertwined principles.

We are Effective: We govern and utilize resources in ways that consistently produce wise and desired results for the common good.

We are Responsible: We are a transparent entity that responds to the changing needs and trends that affect our diverse public. We strive to balance our responsibilities to current and future citizens. We encourage economic development in a sustainable and environmentally responsible manner.

We are Collaborative: Through effective communication, we practice collaboration internally and externally, vertically and horizontally, with governments and the private sector, as a leader and as a team player.

We are Efficient: We maximize the benefits from our limited resources within a rapidly changing culture and global economy to deliver quality services to the public at the lowest possible cost.

We are Innovative: We foster creativity, stimulating openness to new ideas and a passion for learning; we experiment and evaluate results; we thrive by tying resources to changes that work.

We are Adaptable: We are flexible while remaining both lawful and ethical.

Vision Elements in a Rapidly Changing Future

Our motivating values lead to our 2028 vision focus on key roles for Black Hawk County government. Over the next two decades, we will strive to:

- Build Desirable Communities,
- Promote Economic Vitality,
- Achieve Environmental Sustainability,
- Apply Technology to Serve,
- Work Together, and
- Transform How We Lead.

A. Building Desirable Communities

By 2028, with others throughout our county and region, we form a safe, thriving community. Together, we build upon and enhance our abundant natural resources, superb land and water trails, quality education and health care, sound infrastructure, rich agricultural land, and growing cultural, historic, recreational and entertainment opportunities to enhance the mental, physical and spiritual well-being of our diverse public, visitors, and potential residents.

B. Promoting Economic Vitality

By 2028, we collaborate with city governments, individuals, and other partners to promote quality economic and entrepreneurial development and innovative links with other economies around the world. We accent and strengthen our economic resources including agriculture and emerging technologies, abundant clean water and air, higher education, and an always learning work force. We have a respected land use policy. Our desirable communities and rural areas and our thriving changing economy, attract and retain young workers, families, and retirees.

C. Achieving Environmental Sustainability

By 2028, we lead by long-term example, learning from others' successes and wisely investing in environmentally-sound county assets, waste-reducing and pollution-reducing operations, and renewable energy. In partnerships, county government promotes best environmental and healthy practices, products, services, buildings, public transportation, and natural resources. County employees work together with citizens and visitors, to protect and maintain our natural heritage in order to sustain clean water, clean air, and biodiversity.

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Next Page

D. Applying Technology to Serve

By 2028, we stay current with advances in technology to assure the best possible service to the public, particularly regarding convenience, transparency, accuracy, and opportunity for timely public input. The county's technological capabilities facilitate seamless compatibility within the county, with other counties, and with state centralized systems. Black Hawk County leadership promotes efficient and inclusive electronic infrastructure, access, and utilization skills for all of the public. We are committed to effective access to services and information for those who are disabled and disadvantaged.

E. Working Together

By 2028, we partner with all levels of government and when appropriate with the non-profit and private sectors, in a culture of collaboration. We lead in providing resources for regionally delivered services, whether Black Hawk County government is the centralized authority or a cooperating partner in a service region.

F. Transforming How We Lead

By 2028, we help each other succeed by attracting and using a diversity of talents and competencies in a transparent manner. We develop talent of all ages, enabling effectiveness and collaboration in decisions and action. We think innovatively by linking ideas and people in new ways. We join with people from all neighborhoods to develop shared vision and learn of emerging trends. Together, we work to prepare our communities and governments to adapt long term, plan short term, and take action daily.

Shared 3-5 Year Goals Arranged by Departmental Responsibility

County Attorney

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A05. Provide leadership for criminal justice agencies	County <u>Attorney</u>	Sheriff
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A04. Increase county-wide public safety and community police protection	Sheriff	County <u>Attorney</u> ; Health Department; Engineer; Board of Supervisors
A17. Enhance a sound youth shelter infrastructure	Youth Shelter	County <u>Attorney</u> ; Community Services; Board of Supervisors
A18. Provide a safe environment in which residents of Black Hawk County can thrive	Board of Supervisors	Sheriff; County <u>Attorney</u> ; Health Department; Board of Supervisors
B. Promote Economic Vitality		
B09. Increase the consolidation of services within the county	Sheriff	County <u>Attorney</u> ; Other affected departments; Board of Supervisors

County Auditor

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A10. Expand voter registration	<u>Auditor</u>	Board of Supervisors

A11. Simplify the property tax system	<u>Auditor</u>	Assessor; Treasurer; Recorder; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
D. Apply Technology to Serve		
D01. Develop web-based applications for departments and citizens	Information Technology Department	<u>Auditor</u> ; Other affected departments; Board of Supervisors
D05. Coordinate media releases and increase avenues to relay information to the public	Board of Supervisors	Health Department; <u>Auditor</u> ; Sheriff; (Public Relations & Planning?

County Board of Supervisors

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A01. Develop partnerships with learning institutions and other entities, with standardization and consistency across departments	<u>Board of Supervisors</u> (Enhanced coordination of county management); Human Resources	Country View; Health Department; Conservation; Other affected departments
A12. Support an asset management program	<u>Board of Supervisors</u>	Engineer; Building Maintenance; Other affected Departments
A15. Increase citizen involvement	<u>Board of Supervisors</u>	Engineer; Other affected departments
A18. Provide a safe environment in which residents of Black Hawk County can thrive	<u>Board of Supervisors</u>	Sheriff; County Attorney; Health Department; <u>Board of Supervisors</u>
A19. Develop a long-term plan and policies for livable communities that support lifestyle needs of the elderly and maximize the independence, safety, and security of the aging population	<u>Board of Supervisors</u>	Health Department; Community Services; Conservation; Planning and Zoning

B. Promote Economic Vitality		
B02. Share best practices with other counties and cities	<u>Board of Supervisors</u> (Enhanced coordination of county management)	Engineer; Other affected departments
B04. Promote the development of a NE Industrial access/bypass	<u>Board of Supervisors</u>	Engineer
B06. Maintain physical infrastructure with an emphasis on high quality secondary roads for transportation	<u>Board of Supervisors</u>	Engineer; Building Maintenance; Conservation
B07. Create plans to minimize economic and environmental loses	<u>Board of Supervisors</u>	Conservation; Engineer
B08. Encourage partnerships between local government and business/industry	<u>Board of Supervisors</u> (Enhanced coordination of county management)	Affected Departments
C. Achieve Environmental Sustainability		
C01. Promote the benefits of locally grown foods	<u>Board of Supervisors</u>	Conservation; Health Department; Planning and Zoning
C05. Focus on “green” procurement	<u>Board of Supervisors</u>	Affected departments
C06. Establish environmentally sound policies	<u>Board of Supervisors</u>	Conservation; Engineer; Building Maintenance; Other affected departments
C07. Advocate environmentally conscious, communally safe practices for disposal of waste	<u>Board of Supervisors</u>	Solid Waste Management Commission; Conservation; Building Maintenance; Health Department
C08. Implement an aggressive recycling policy and program within county government	<u>Board of Supervisors</u>	Building Maintenance; Solid Waste Management Commission; Other affected departments

D. Apply Technology to Serve		
D05. Coordinate media releases and increase avenues to relay information to the public	<u>Board of Supervisors</u>	Health Department; Auditor; Sheriff; (Public Relations & Planning?)
D08. Continue to enhance the information technology disaster recovery plans to ensure continuity of operations	<u>Board of Supervisors</u>	Emergency Management; Human Resources; Information Technology Department; Other affected departments
D12. Establish an information technology fund	<u>Board of Supervisors</u>	Information Technology Department
E. Work Together		
E03. Share resources and services that can be provided by Black Hawk County to other entities	<u>Board of Supervisors</u>	Human Resources
E04. Increase involvement with state and national organizations	<u>Board of Supervisors</u>	Affected departments
E05. Utilize central purchasing for more items	<u>Board of Supervisors</u>	Affected departments
E06. Reduce duplication of services regionally and collaborate with other government agencies	<u>Board of Supervisors and elected officials</u>	Affected departments
E07. Maintain existing relationships among partnering agencies and non-governmental groups	<u>Board of Supervisors</u>	All elected officials; Affected departments
E08. Build new relationships with interested individuals and groups	<u>Board of Supervisors</u>	Affected departments
E09. Maintain a presence in the multiple levels of government represented in Black Hawk County	<u>Board of Supervisors</u>	Sheriff; Other affected Departments
E10. Participate with surrounding counties to build relationships and maximize limited resources	<u>Board of Supervisors (Enhanced coordination of county management)</u>	Emergency Management; Conservation; Information Technology Department; Other affected departments

F. Transform How We Lead		
F04. Explain and promote county services	<u>Board of Supervisors</u>	Information Technology Department; Conservation; Other affected departments
F09. Encourage and solicit new ideas to come from all areas	<u>Board of Supervisors</u>	Veterans Affairs; Other affected departments
F10. Identify “predictable” issues in advance and adapt early	<u>Board of Supervisors</u>	Affected departments
F11. Enhance coordination of county management	<u>Board of Supervisors</u>	All departments
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A02. Better coordinate multi-agency assistance to individuals	Community Services	Veterans Affairs; <u>Board of Supervisors</u> ; Emergency Management Agency
A03. Increase service availability through the Internet	Information Technology Department	Recorder; Treasurer; <u>Board of Supervisors</u>
A04. Increase county-wide public safety and community police protection	Sheriff	County Attorney; Health Department; Engineer; <u>Board of Supervisors</u>
A06. Continually recruit, update, inform and train volunteer emergency responders	Emergency Management Agency	Health Department; Sheriff; Conservation; Other affected departments; <u>Board of Supervisors</u>
A07. Encourage development of WiMax/Internet to rural county areas	Information Technology Department	Treasurer; Recorder; <u>Board of Supervisors</u>
A08. Ensure implementation of long-range road-improvement plan	Engineer	Conservation; Planning and Zoning; <u>Board of Supervisors</u>
A09. Explore and embrace new technologies	Information Technology Department	Engineer; Other affected departments; <u>Board of Supervisors</u>
A10. Expand voter registration	Auditor	<u>Board of Supervisors</u>

A11. Simplify the property tax system	Auditor	Assessor; Treasurer; Recorder; <u>Board of Supervisors</u>
A13. Maintain and enhance funding for parks and trails	Conservation	<u>Board of Supervisors</u>
A14. Strengthen land-use policy	Planning and Zoning	Conservation; <u>Board of Supervisors</u>
A16. Build and maintain a comprehensive long-term disaster recovery network and plans	Emergency Management Agency	Sheriff; Health Department; <u>Board of Supervisors</u>
A17. Enhance a sound youth shelter infrastructure	Youth Shelter	County Attorney; Community Services; <u>Board of Supervisors</u>
B. Promote Economic Vitality		
B01. Promote, with partners, recreation through Black Hawk County rivers and trails	Conservation	Information Technology Department; <u>Board of Supervisors</u>
B03. Adopt community education programs that are evidence-based	Health Department	Community Services; <u>Board of Supervisors</u>
B05. Work with economic development entities to provide useful mapping and data for initiatives	Planning and Zoning	Information Technology Department; Engineer; Health Department; Assessor; <u>Board of Supervisors</u>
B09. Increase the consolidation of services within the county	Sheriff	County Attorney; Other affected departments; <u>Board of Supervisors</u>
C. Achieve Environmental Sustainability		
C02. Reorganize operations for reducing energy needs and fuel consumption	Building Maintenance	Engineer; Conservation; <u>Board of Supervisors</u> ; Other affected departments
C03. Continue developing a holistic water quality plan.	Conservation	Engineer; Planning and Zoning; <u>Board of Supervisors</u> ; Soil & Water Conservation District
C09. Convert all departments to electronic systems	Information Technology Department	Building Maintenance; Other affected departments; <u>Board of Supervisors</u>

C10. Research use of solar and/or wind energy for all county buildings	Building Maintenance	Engineer; <u>Board of Supervisors</u>
D. Apply Technology to Serve		
D01. Develop web-based applications for departments and citizens	Information Technology Department	Auditor; Other affected departments; <u>Board of Supervisors</u>
D02. Provide more efficient information sharing among departments and other public entities	Information Technology Department	Affected departments; <u>Board of Supervisors</u>
D03. Backup all records and store off-site	Information Technology Department	<u>Board of Supervisors</u>
D04. Keep website up to date allowing the public to obtain information, download forms, submit forms and conduct on-line transactions	Information Technology Department	Human Resources; Other affected departments; <u>Board of Supervisors</u>
D06. Provide technology to survey departments and public	Information Technology Department	Human Resources; <u>Board of Supervisors</u>
D07. Encourage electronic document management	Information Technology Department	Treasurer; Recorder; Other affected departments; <u>Board of Supervisors</u>
D09. Continually assess changing trends and needs of users	Information Technology Department	Affected departments; <u>Board of Supervisors</u>
D11. Ensure technological initiatives undertaken by different departments are compatible	Information Technology Department	Affected departments; <u>Board of Supervisors</u>
D13. Coordinate, integrate and streamline information technologies within county/state and local entities	Information Technology Department	Affected departments; <u>Board of Supervisors</u>
D14. Advocate the interoperability of communications among responders and dispatchers	Sheriff	Emergency Management; <u>Board of Supervisors</u>
D15. Work with other departments to share technology	Information Technology Department	Affected departments; <u>Board of Supervisors</u>
D16. Provide kiosks for service access to all departments	Information Technology Department	Affected departments; <u>Board of Supervisors</u>

E. Work Together		
E01. Form a regional structure for mental health/disabilities service system	Community Services	Veterans Affairs; <u>Board of Supervisors</u>
E02. Collaborate and share best practices with other government and private sector entities to train employees and develop processes	Human Resources	Affected departments; <u>Board of Supervisors</u>
E11. Consolidate training, purchasing, civil service testing with other governmental entities, where appropriate	Sheriff	Human Resources; <u>Board of Supervisors</u>
E13. Conduct cross training for all employees within respective departments	Human Resources	Affected departments; <u>Board of Supervisors</u>
F. Transform How We Lead		
F01. Plan for succession by mentoring current staff	Human Resources	Affected departments; <u>Board of Supervisors</u>
F02. Increase credential requirements for positions	Human Resources	Affected departments; <u>Board of Supervisors</u>
F03. Use evaluations as professional development tools	Human Resources	Affected departments; <u>Board of Supervisors</u>
F05. Provide coordinating leadership training and other soft skill training to department heads, managers and supervisors	Human Resources	<u>Board of Supervisors</u>
F07. Match new workforce skills with future trends	Human Resources	Community Services; Other affected departments; <u>Board of Supervisors</u>
F08. Develop and retain experienced staff	Human Resources	Affected departments; <u>Board of Supervisors</u>
F12. Recruit/hire a more diverse workforce	Human Resources	Civil Service (Sheriff); <u>Board of Supervisors</u> ; Other affected departments
F14. Develop flexible work environments to attract and retain employees	Human Resources	Information Technology Department; Other affected departments; <u>Board of Supervisors</u>

Building Maintenance

Goals	<u>Lead/Champion</u>	Secondary
C. Achieve Environmental Sustainability		
C02. Reorganize operations for reducing energy needs and fuel consumption	<u>Building Maintenance</u>	Engineer; Conservation; Board of Supervisors; Other affected departments
C04. Focus on “green” maintenance	<u>Building Maintenance</u>	Affected departments
C10. Research use of solar and/or wind energy for all county buildings	<u>Building Maintenance</u>	Engineer; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A12. Support an asset management program	Board of Supervisors	Engineer; <u>Building Maintenance</u> ; Other affected Departments
B. Promote Economic Vitality		
B06. Maintain physical infrastructure with an emphasis on high quality secondary roads for transportation	Board of Supervisors	Engineer; <u>Building Maintenance</u> ; Conservation
C. Achieve Environmental Sustainability		
C06. Establish environmentally sound policies	Board of Supervisors	Conservation; Engineer; <u>Building Maintenance</u> ; Other affected departments
C07. Advocate environmentally conscious, communally safe practices for disposal of waste	Board of Supervisors	Solid Waste Management Commission; Conservation; <u>Building Maintenance</u> ; Health Department

C08. Implement an aggressive recycling policy and program within county government	Board of Supervisors	<u>Building Maintenance</u> ; Solid Waste Management Commission; Other affected departments
C09. Convert all departments to electronic systems	Information Technology Department	<u>Building Maintenance</u> ; Other affected departments; Board of Supervisors

Community Services

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A02. Better coordinate multi-agency assistance to individuals	<u>Community Services</u>	Veterans Affairs; Board of Supervisors; Emergency Management Agency
E. Work Together		
E01. Form a regional structure for mental health/disabilities service system	<u>Community Services</u>	Veterans Affairs; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A17. Enhance a sound youth shelter infrastructure	Youth Shelter	County Attorney; <u>Community Services</u> ; Board of Supervisors
A19. Develop a long-term plan and policies for livable communities that support lifestyle needs of the elderly and maximize the independence, safety, and security of the aging population	Board of Supervisors	Health Department; <u>Community Services</u> ; Conservation; Planning and Zoning
B. Promote Economic Vitality		
B03. Adopt community education programs that are evidence-based	Health Department	<u>Community Services</u> ; Board of Supervisors

E. Work Together		
E12. Provide opportunities and improve access for young people to engage and access leisure activities	Conservation	Health Department; (Other city/state leisure services?)
F. Transform How We Lead		
F07. Match new workforce skills with future trends	Human Resources	<u>Community Services</u> ; Other affected departments; Board of Supervisors

Conservation

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A13. Maintain and enhance funding for parks and trails	<u>Conservation</u>	Board of Supervisors
B. Promote Economic Vitality		
B01. Promote, with partners, recreation through Black Hawk County rivers and trails	<u>Conservation</u>	Information Technology Department; Board of Supervisors
C. Achieve Environmental Sustainability		
C03. Continue developing a holistic water quality plan.	<u>Conservation</u>	Engineer; Planning and Zoning; Board of Supervisors; Soil & Water Conservation District
E. Work Together		
E12. Provide opportunities and improve access for young people to engage and access leisure activities	<u>Conservation</u>	Health Department; (Other city/state leisure services?)

Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A01. Develop partnerships with learning institutions and other entities, with standardization and consistency across departments	Board of Supervisors (Enhanced coordination of county management); Human Resources	Country View; Health Department; <u>Conservation</u> ; Other affected departments
A06. Continually recruit, update, inform and train volunteer emergency responders	Emergency Management Agency	Health Department; Sheriff; <u>Conservation</u> ; Other affected departments; Board of Supervisors
A08. Ensure implementation of long-range road-improvement plan	Engineer	<u>Conservation</u> ; Planning and Zoning; Board of Supervisors
A14. Strengthen land-use policy	Planning and Zoning	<u>Conservation</u> ; Board of Supervisors
A19. Develop a long-term plan and policies for livable communities that support lifestyle needs of the elderly and maximize the independence, safety, and security of the aging population	Board of Supervisors	Health Department; Community Services; <u>Conservation</u> ; Planning and Zoning
B. Promote Economic Vitality		
B06. Maintain physical infrastructure with an emphasis on high quality secondary roads for transportation	Board of Supervisors	Engineer; Building Maintenance; <u>Conservation</u>
B07. Create plans to minimize economic and environmental loses	Board of Supervisors	<u>Conservation</u> ; Engineer
C. Achieve Environmental Sustainability		
C01. Promote the benefits of locally grown foods	Board of Supervisors	<u>Conservation</u> ; Health Department; Planning and Zoning

C02. Reorganize operations for reducing energy needs and fuel consumption	Building Maintenance	Engineer; <u>Conservation</u> ; Board of Supervisors; Other affected departments
C06. Establish environmentally sound policies	Board of Supervisors	<u>Conservation</u> ; Engineer; Building Maintenance; Other affected departments
C07. Advocate environmentally conscious, communally safe practices for disposal of waste	Board of Supervisors	Solid Waste Management Commission; <u>Conservation</u> ; Building Maintenance; Health Department
D. Apply Technology to Serve		
D10. Participate in a state-wide real-time GPS network	Information Technology Department	Engineer; <u>Conservation</u>
E. Work Together		
E10. Participate with surrounding counties to build relationships and maximize limited resources	Board of Supervisors (Enhanced coordination of county management)	Emergency Management; <u>Conservation</u> ; Information Technology Department; Other affected departments
F. Transform How We Lead		
F4. Explain and promote county services	Board of Supervisors	Information Technology Department; <u>Conservation</u> ; Other affected departments

Elected Officials

Goals	<u>Lead/Champion</u>	Secondary
E. Work Together		
E06. Reduce duplication of services regionally and collaborate with other government agencies	Board of Supervisors and <u>elected officials</u>	Affected departments

Goals	Lead/ Champion	<u>Secondary</u>
E. Work Together		
E07. Maintain existing relationships among partnering agencies and non-governmental groups	Board of Supervisors	All <u>elected officials</u> ; Affected departments

Emergency Management Agency

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A06. Continually recruit, update, inform and train volunteer emergency responders	<u>Emergency Management Agency</u>	Health Department; Sheriff; Conservation; Other affected departments; Board of Supervisors
A16. Build and maintain a comprehensive long-term disaster recovery network and plans	<u>Emergency Management Agency</u>	Sheriff; Health Department; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A02. Better coordinate multi-agency assistance to individuals	Community Services	Veterans Affairs; Board of Supervisors; <u>Emergency Management Agency</u>
D. Apply Technology to Serve		
D08. Continue to enhance the information technology disaster recovery plans to ensure continuity of operations	Board of Supervisors	<u>Emergency Management Agency</u> ; Human Resources; Information Technology Department; Other affected departments
D14. Advocate the interoperability of communications among responders and dispatchers	Sheriff	<u>Emergency Management Agency</u> ; Board of Supervisors

E. Work Together		
E10. Participate with surrounding counties to build relationships and maximize limited resources	Board of Supervisors (Enhanced coordination of county management)	<u>Emergency Management Agency</u> ; Conservation; Information Technology Department; Other affected departments

Engineer

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A08. Ensure implementation of long-range road-improvement plan	<u>Engineer</u>	Conservation; Planning and Zoning; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A04. Increase county-wide public safety and community police protection	Sheriff	County Attorney; Health Department; <u>Engineer</u> ; Board of Supervisors
A09. Explore and embrace new technologies	Information Technology Department	<u>Engineer</u> ; Other affected departments; Board of Supervisors
A12. Support an asset management program	Board of Supervisors	<u>Engineer</u> ; Building Maintenance; Other affected Departments
A15. Increase citizen involvement	Board of Supervisors	<u>Engineer</u> ; Other affected departments
B. Promote Economic Vitality		
B02. Share best practices with other counties and cities	Board of Supervisors (Enhanced coordination of county management)	<u>Engineer</u> ; Other affected departments
B04. Promote the development of a NE Industrial access/bypass	Board of Supervisors	<u>Engineer</u>

B05. Work with economic development entities to provide useful mapping and data for initiatives	Planning and Zoning	Information Technology Department; <u>Engineer</u> ; Health Department; Assessor; Board of Supervisors
B06. Maintain physical infrastructure with an emphasis on high quality secondary roads for transportation	Board of Supervisors	<u>Engineer</u> ; Building Maintenance; Conservation
B07. Create plans to minimize economic and environmental losses	Board of Supervisors	Conservation; <u>Engineer</u>
C. Achieve Environmental Sustainability		
C02. Reorganize operations for reducing energy needs and fuel consumption	Building Maintenance	<u>Engineer</u> ; Conservation; Board of Supervisors; Other affected departments
C03. Continue developing a holistic water quality plan.	Conservation	<u>Engineer</u> ; Planning and Zoning; Board of Supervisors; Soil & Water Conservation District
C06. Establish environmentally sound policies	Board of Supervisors	Conservation; <u>Engineer</u> ; Building Maintenance; Other affected departments
C10. Research use of solar and/or wind energy for all county buildings	Building Maintenance	<u>Engineer</u> ; Board of Supervisors
D. Apply Technology to Serve		
D10. Participate in a state-wide real-time GPS network	Information Technology Department	<u>Engineer</u> ; Conservation

Health

Goals	<u>Lead/Champion</u>	Secondary
B. Promote Economic Vitality		
B03. Adopt community education programs that are evidence-based	<u>Health Department</u>	Community Services; Board of Supervisors

Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A01. Develop partnerships with learning institutions and other entities, with standardization and consistency across departments	Board of Supervisors (Enhanced coordination of county management); Human Resources	Country View; <u>Health Department</u> ; Conservation; Other affected departments
A04. Increase county-wide public safety and community police protection	Sheriff	County Attorney; <u>Health Department</u> ; Engineer; Board of Supervisors
A06. Continually recruit, update, inform and train volunteer emergency responders	Emergency Management Agency	<u>Health Department</u> ; Sheriff; Conservation; Other affected departments; Board of Supervisors
A16. Build and maintain a comprehensive long-term disaster recovery network and plans	Emergency Management Agency	Sheriff; <u>Health Department</u> ; Board of Supervisors
A18. Provide a safe environment in which residents of Black Hawk County can thrive	Board of Supervisors	Sheriff; County Attorney; <u>Health Department</u> ; Board of Supervisors
A19. Develop a long-term plan and policies for livable communities that support lifestyle needs of the elderly and maximize the independence, safety, and security of the aging population	Board of Supervisors	<u>Health Department</u> ; Community Services; Conservation; Planning and Zoning
B. Promote Economic Vitality		
B05. Work with economic development entities to provide useful mapping and data for initiatives	Planning and Zoning	Information Technology Department; Engineer; <u>Health Department</u> ; Assessor; Board of Supervisors
C. Achieve Environmental Sustainability		
C01. Promote the benefits of locally grown foods	Board of Supervisors	Conservation; <u>Health Department</u> ; Planning and Zoning

C07. Advocate environmentally conscious, communally safe practices for disposal of waste	Board of Supervisors	Solid Waste Management Commission; Conservation; Building Maintenance; <u>Health Department</u>
D. Apply Technology to Serve		
D05. Coordinate media releases and increase avenues to relay information to the public	Board of Supervisors	<u>Health Department</u> ; Auditor; Sheriff; (Public Relations & Planning?)
E. Work Together		
E12. Provide opportunities and improve access for young people to engage and access leisure activities	Conservation	<u>Health Department</u> ; (Other city/state leisure services?)

Human Resources

Goals	<u>Lead/ Champion</u>	Secondary
A. Build Desirable Communities		
A01. Develop partnerships with learning institutions and other entities, with standardization and consistency across departments	Board of Supervisors (Enhanced coordination of county management); <u>Human Resources</u>	Country View; Health Department; Conservation; Other affected departments
E. Work Together		
E02. Collaborate and share best practices with other government and private sector entities to train employees and develop processes	<u>Human Resources</u>	Affected departments; Board of Supervisors
E13. Conduct cross training for all employees within respective departments	<u>Human Resources</u>	Affected departments; Board of Supervisors
F. Transform How We Lead		
F01. Plan for succession by mentoring current staff	<u>Human Resources</u>	Affected departments; Board of Supervisors

F02. Increase credential requirements for positions	<u>Human Resources</u>	Affected departments; Board of Supervisors
F03. Use evaluations as professional development tools	<u>Human Resources</u>	Affected departments; Board of Supervisors
F05. Provide coordinating leadership training and other soft skill training to department heads, managers and supervisors	<u>Human Resources</u>	Board of Supervisors
F07. Match new workforce skills with future trends	<u>Human Resources</u>	Community Services; Other affected departments; Board of Supervisors
F08. Develop and retain experienced staff	<u>Human Resources</u>	Affected departments; Board of Supervisors
F12. Recruit/hire a more diverse workforce	<u>Human Resources</u>	Civil Service (Sheriff); Board of Supervisors; Other affected departments
F13. Develop and coordinate employee training to improve skills, enhance knowledge and learn new technologies	<u>Human Resources</u>	Information Technology Department; Other affected departments
F14. Develop flexible work environments to attract and retain employees	<u>Human Resources</u>	Information Technology Department; Other affected departments; Board of Supervisors
Goals	Lead/Champion	<u>Secondary</u>
D. Apply Technology to Serve		
D04. Keep website up to date allowing the public to obtain information, download forms, submit forms and conduct on-line transactions	Information Technology Department	<u>Human Resources</u> ; Other affected departments; Board of Supervisors
D06. Provide technology to survey departments and public	Information Technology Department	<u>Human Resources</u> ; Board of Supervisors
D08. Continue to enhance the information technology disaster recovery plans to ensure continuity of operations	Board of Supervisors	Emergency Management; <u>Human Resources</u> ; Information Technology Department; Other affected departments

E. Work Together		
E03. Share resources and services that can be provided by Black Hawk County to other entities	Board of Supervisors	<u>Human Resources</u>
E11. Consolidate training, purchasing, civil service testing with other governmental entities, where appropriate	Sheriff	<u>Human Resources</u> ; Board of Supervisors
F. Transform How We Lead		
F06. Communicate among departments regarding technology issues	Information Technology Department	<u>Human Resources</u> ; Other affected departments

Information Technology

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A03. Increase service availability through the Internet	<u>Information Technology Department</u>	Recorder; Treasurer; Board of Supervisors
A07. Encourage development of WiMax/Internet to rural county areas	<u>Information Technology Department</u>	Treasurer; Recorder; Board of Supervisors
A09. Explore and embrace new technologies	<u>Information Technology Department</u>	Engineer; Other affected departments; Board of Supervisors
C. Achieve Environmental Sustainability		
C09. Convert all departments to electronic systems	<u>Information Technology Department</u>	Building Maintenance; Other affected departments; Board of Supervisors
D. Apply Technology to Serve		
D01. Develop web-based applications for departments and citizens	<u>Information Technology Department</u>	Auditor; Other affected departments; Board of Supervisors

D02. Provide more efficient information sharing among departments and other public entities	<u>Information Technology Department</u>	Affected departments; Board of Supervisors
D03. Backup all records and store off-site	<u>Information Technology Department</u>	Board of Supervisors
D04. Keep website up to date allowing the public to obtain information, download forms, submit forms and conduct on-line transactions	<u>Information Technology Department</u>	Human Resources; Other affected departments; Board of Supervisors
D06. Provide technology to survey departments and public	<u>Information Technology Department</u>	Human Resources; Board of Supervisors
D07. Encourage electronic document management	<u>Information Technology Department</u>	Treasurer; Recorder; Other affected departments; Board of Supervisors
D09. Continually assess changing trends and needs of users	<u>Information Technology Department</u>	Affected departments; Board of Supervisors
D10. Participate in a state-wide real-time GPS network	<u>Information Technology Department</u>	Engineer; Conservation
D11. Ensure technological initiatives undertaken by different departments are compatible	<u>Information Technology Department</u>	Affected departments; Board of Supervisors
D13. Coordinate, integrate and streamline information technologies within county/state and local entities	<u>Information Technology Department</u>	Affected departments; Board of Supervisors
D15. Work with other departments to share technology	<u>Information Technology Department</u>	Affected departments; Board of Supervisors
D16. Provide kiosks for service access to all departments	<u>Information Technology Department</u>	Affected departments; Board of Supervisors
F. Transform How We Lead		
F06. Communicate among departments regarding technology issues	<u>Information Technology Department</u>	Human Resources; Other affected departments

Goals	Lead/ Champion	<u>Secondary</u>
B. Promote Economic Vitality		
B01. Promote, with partners, recreation through Black Hawk County rivers and trails	Conservation	<u>Information Technology Department</u> ; Board of Supervisors
B05. Work with economic development entities to provide useful mapping and data for initiatives	Planning and Zoning	<u>Information Technology Department</u> ; Engineer; Health Department; Assessor; Board of Supervisors
D. Apply Technology to Serve		
D08. Continue to enhance the information technology disaster recovery plans to ensure continuity of operations	Board of Supervisors	Emergency Management; Human Resources; <u>Information Technology Department</u> ; Other affected departments
D12. Establish an information technology fund	Board of Supervisors	<u>Information Technology Department</u>
E. Work Together		
E10. Participate with surrounding counties to build relationships and maximize limited resources	Board of Supervisors (Enhanced coordination of county management)	Emergency Management; Conservation; <u>Information Technology Department</u> ; Other affected departments
F. Transform How We Lead		
F04. Explain and promote county services	Board of Supervisors	<u>Information Technology Department</u> ; Conservation; Other affected departments
F13. Develop and coordinate employee training to improve skills, enhance knowledge and learn new technologies	Human Resources	<u>Information Technology Department</u> ; Other affected departments
F14. Develop flexible work environments to attract and retain employees	Human Resources	<u>Information Technology Department</u> ; Other affected departments; Board of Supervisors

Planning and Zoning

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A14. Strengthen land-use policy	<u>Planning and Zoning</u>	Conservation; Board of Supervisors
B. Promote Economic Vitality		
B05. Work with economic development entities to provide useful mapping and data for initiatives	<u>Planning and Zoning</u>	Information Technology Department; Engineer; Health Department; Assessor; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A08. Ensure implementation of long-range road-improvement plan	Engineer	Conservation; <u>Planning and Zoning</u> ; Board of Supervisors
A19. Develop a long-term plan and policies for livable communities that support lifestyle needs of the elderly and maximize the independence, safety, and security of the aging population	Board of Supervisors	Health Department; Community Services; Conservation; <u>Planning and Zoning</u>
C. Achieve Environmental Sustainability		
C01. Promote the benefits of locally grown foods	Board of Supervisors	Conservation; Health Department; <u>Planning and Zoning</u>
C03. Continue developing a holistic water quality plan.	Conservation	Engineer; <u>Planning and Zoning</u> ; Board of Supervisors; Soil & Water Conservation District

County Recorder

Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A03. Increase service availability through the Internet	Information Technology Department	<u>Recorder</u> ; Treasurer; Board of Supervisors
A07. Encourage development of WiMax/Internet to rural county areas	Information Technology Department	Treasurer; <u>Recorder</u> ; Board of Supervisors
A11. Simplify the property tax system	Auditor	Assessor; Treasurer; Recorder; Board of Supervisors
D. Apply Technology to Serve		
D07. Encourage electronic document management	Information Technology Department	Treasurer; <u>Recorder</u> ; Other affected departments; Board of Supervisors

Sheriff

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A04. Increase county-wide public safety and community police protection	<u>Sheriff</u>	County Attorney; Health Department; Engineer; Board of Supervisors
B. Promote Economic Vitality		
B09. Increase the consolidation of services within the county	<u>Sheriff</u>	County Attorney; Other affected departments; Board of Supervisors
D. Apply Technology to Serve		
D14. Advocate the interoperability of communications among responders and dispatchers	<u>Sheriff</u>	Emergency Management; Board of Supervisors

E. Work Together		
E11. Consolidate training, purchasing, civil service testing with other governmental entities, where appropriate	<u>Sheriff</u>	Human Resources; Board of Supervisors
Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A05. Provide leadership for criminal justice agencies	County Attorney	<u>Sheriff</u>
A06. Continually recruit, update, inform and train volunteer emergency responders	Emergency Management Agency	Health Department; <u>Sheriff</u> ; Conservation; Other affected departments; Board of Supervisors
A16. Build and maintain a comprehensive long-term disaster recovery network and plans	Emergency Management Agency	<u>Sheriff</u> ; Health Department; Board of Supervisors
A18. Provide a safe environment in which residents of Black Hawk County can thrive	Board of Supervisors	<u>Sheriff</u> ; County Attorney; Health Department; Board of Supervisors
D. Apply Technology to Serve		
D05. Coordinate media releases and increase avenues to relay information to the public	Board of Supervisors	Health Department; Auditor; <u>Sheriff</u> ; (Public Relations & Planning?)
E. Work Together		
E09. Maintain a presence in the multiple levels of government represented in Black Hawk County	Board of Supervisors	<u>Sheriff</u> ; Other affected Departments
F. Transform How We Lead		
F12. Recruit/hire a more diverse workforce	Human Resources	Civil Service (<u>Sheriff</u>); Board of Supervisors; Other affected departments

Solid Waste Commission

Goals	Lead/ Champion	<u>Secondary</u>
C. Achieve Environmental Sustainability		
C07. Advocate environmentally conscious, communally safe practices for disposal of waste	Board of Supervisors	<u>Solid Waste Management Commission</u> ; Conservation; Building Maintenance; Health Department
C08. Implement an aggressive recycling policy and program within county government	Board of Supervisors	Building Maintenance; <u>Solid Waste Management Commission</u> ; Other affected departments

County Treasurer

Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A03. Increase service availability through the Internet	Information Technology Department	Recorder; <u>Treasurer</u> ; Board of Supervisors
A07. Encourage development of WiMax/Internet to rural county areas	Information Technology Department	<u>Treasurer</u> ; Recorder; Board of Supervisors
A11. Simplify the property tax system	Auditor	Assessor; <u>Treasurer</u> ; Recorder; Board of Supervisors
D. Apply Technology to Serve		
D07. Encourage electronic document management	Information Technology Department	<u>Treasurer</u> ; Recorder; Other affected departments; Board of Supervisors

Veterans Affairs

Goals	Lead/ Champion	<u>Secondary</u>
B. Promote Economic Vitality		
A02. Better coordinate multi-agency assistance to individuals	Community Services	<u>Veterans Affairs</u> ; Board of Supervisors; Emergency Management Agency
E. Work Together		
E01. Form a regional structure for mental health/disabilities service system	Community Services	<u>Veterans Affairs</u> ; Board of Supervisors
F. Transform How We Lead		
F09. Encourage and solicit new ideas to come from all areas	Board of Supervisors	<u>Veterans Affairs</u> ; Other affected departments

Youth Shelter

Goals	<u>Lead/Champion</u>	Secondary
A. Build Desirable Communities		
A17. Enhance a sound youth shelter infrastructure	<u>Youth Shelter</u>	County Attorney; Community Services; Board of Supervisors

Affected Departments

Goals	Lead/ Champion	<u>Secondary</u>
A. Build Desirable Communities		
A01. Develop partnerships with learning institutions and other entities, with standardization and consistency across departments	Board of Supervisors (Enhanced coordination of county management); Human Resources	Country View; Health Department; Conservation; Other <u>affected departments</u>

A06. Continually recruit, update, inform and train volunteer emergency responders	Emergency Management Agency	Health Department; Sheriff; Conservation; Other <u>affected departments</u> ; Board of Supervisors
A09. Explore and embrace new technologies	Information Technology Department	Engineer; Other <u>affected departments</u> ; Board of Supervisors
A12. Support an asset management program	Board of Supervisors	Engineer; Building Maintenance; Other <u>affected departments</u>
A15. Increase citizen involvement	Board of Supervisors	Engineer; Other <u>affected departments</u>
B. Promote Economic Vitality		
B02. Share best practices with other counties and cities	Board of Supervisors (Enhanced coordination of county management)	Engineer; Other <u>affected departments</u>
B08. Encourage partnerships between local government and business/industry	Board of Supervisors (Enhanced coordination of county management)	<u>Affected departments</u>
B09. Increase the consolidation of services within the county	Sheriff	County Attorney; Other <u>affected departments</u> ; Board of Supervisors
C. Achieve Environmental Sustainability		
C02. Reorganize operations for reducing energy needs and fuel consumption	Building Maintenance	Engineer; Conservation; Board of Supervisors; Other <u>affected departments</u>
C04. Focus on “green” maintenance	Building Maintenance	<u>Affected departments</u>
C05. Focus on “green” procurement	Board of Supervisors	<u>Affected departments</u>
C06. Establish environmentally sound policies	Board of Supervisors	Conservation; Engineer; Building Maintenance; Other <u>affected departments</u>

C08. Implement an aggressive recycling policy and program within county government	Board of Supervisors	Building Maintenance; Solid Waste Management Commission; Other <u>affected departments</u>
C09. Convert all departments to electronic systems	Information Technology Department	Building Maintenance; Other <u>affected departments</u> ; Board of Supervisors
D. Apply Technology to Serve		
D01. Develop web-based applications for departments and citizens	Information Technology Department	Auditor; Other <u>affected departments</u> ; Board of Supervisors
D02. Provide more efficient information sharing among departments and other public entities	Information Technology Department	<u>Affected departments</u> ; Board of Supervisors
D04. Keep website up to date allowing the public to obtain information, download forms, submit forms and conduct on-line transactions	Information Technology Department	Human Resources; Other <u>affected departments</u> ; Board of Supervisors
D07. Encourage electronic document management	Information Technology Department	Treasurer; Recorder; Other <u>affected departments</u> ; Board of Supervisors
D08. Continue to enhance the information technology disaster recovery plans to ensure continuity of operations	Board of Supervisors	Emergency Management; Human Resources; Information Technology Department; Other <u>affected departments</u>
D09. Continually assess changing trends and needs of users	Information Technology Department	<u>Affected departments</u> ; Board of Supervisors
D11. Ensure technological initiatives undertaken by different departments are compatible	Information Technology Department	<u>Affected departments</u> ; Board of Supervisors
D13. Coordinate, integrate and streamline information technologies within county/state and local entities	Information Technology Department	<u>Affected departments</u> ; Board of Supervisors
D15. Work with other departments to share technology	Information Technology Department	<u>Affected departments</u> ; Board of Supervisors

D16. Provide kiosks for service access to all departments	Information Technology Department	<u>Affected departments;</u> Board of Supervisors
E. Work Together		
E02. Collaborate and share best practices with other government and private sector entities to train employees and develop processes	Human Resources	<u>Affected departments;</u> Board of Supervisors
E04. Increase involvement with state and national organizations	Board of Supervisors	<u>Affected departments</u>
E05. Utilize central purchasing for more items	Board of Supervisors	<u>Affected departments</u>
E06. Reduce duplication of services regionally and collaborate with other government agencies	Board of Supervisors and elected officials	<u>Affected departments</u>
E07. Maintain existing relationships among partnering agencies and non-governmental groups	Board of Supervisors	All elected officials; <u>Affected departments</u>
E08. Build new relationships with interested individuals and groups	Board of Supervisors	<u>Affected departments</u>
E09. Maintain a presence in the multiple levels of government represented in Black Hawk County	Board of Supervisors	Sheriff; Other <u>affected departments</u>
E10. Participate with surrounding counties to build relationships and maximize limited resources	Board of Supervisors (Enhanced coordination of county management)	Emergency Management; Conservation; Information Technology Department; Other <u>affected departments</u>
E13. Conduct cross training for all employees within respective departments	Human Resources	<u>Affected departments;</u> Board of Supervisors
F. Transform How We Lead		
F01. Plan for succession by mentoring current staff	Human Resources	<u>Affected departments;</u> Board of Supervisors
F02. Increase credential requirements for positions	Human Resources	<u>Affected departments;</u> Board of Supervisors
F03. Use evaluations as professional development tools	Human Resources	<u>Affected departments;</u> Board of Supervisors

F04. Explain and promote county services	Board of Supervisors	Information Technology Department; Conservation; Other <u>affected departments</u>
F06. Communicate among departments regarding technology issues	Information Technology Department	Human Resources; Other <u>affected departments</u>
F07. Match new workforce skills with future trends	Human Resources	Community Services; Other <u>affected departments</u> ; Board of Supervisors
F08. Develop and retain experienced staff	Human Resources	<u>Affected departments</u> ; Board of Supervisors
F09. Encourage and solicit new ideas to come from all areas	Board of Supervisors	Veterans Affairs; Other <u>affected departments</u>
F10. Identify “predictable” issues in advance and adapt early	Board of Supervisors	<u>Affected departments</u>
F12. Recruit/hire a more diverse workforce	Human Resources	Civil Service (Sheriff); Board of Supervisors; Other <u>affected departments</u>
F13. Develop and coordinate employee training to improve skills, enhance knowledge and learn new technologies	Human Resources	Information Technology Department; Other <u>affected departments</u>
F14. Develop flexible work environments to attract and retain employees	Human Resources	Information Technology Department; Other <u>affected departments</u> ; Board of Supervisors