



# *Governing for the Future*

## **2028 Vision, Motivating Values, and 3-5 Year Shared Strategic Direction Plan Update: Fall 2013**

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

Assistance provided by the Institute for Decision Making, Business and Community Services,  
University of Northern Iowa

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

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# **Black Hawk County Governing for the Future**

**Updated: Fall 2013**

## **2028 Vision**

Black Hawk County government strives to transform itself with new capabilities for effective service to our citizens and greater-good decision making throughout the organization. We utilize 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, healthy, culturally sensitive, 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 services to the public economically without sacrificing quality.

**We are Innovative:** We foster an environment of continuous quality improvement where as we plan, do, study, and act upon creative open and resourceful changes to how we 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**

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**

We seek to collaborate with all governmental entities, 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 workers, families, and retirees.

## **C. Achieving Environmental Sustainability**

We lead by example, learning from our own and others' successes and wisely investing in environmentally-sound county assets, waste-reducing and pollution-reducing operations, flood plain and watershed management, sustainability 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.

### **D. Applying Technology to Serve**

We utilize 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 is committed to efficient and inclusive electronic infrastructure, access, and utilization skills for all of the public, including effective access to services and information for those who are disabled and disadvantaged.

### **E. Working Together**

We seek to 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**

We help each other succeed by attracting and using a diversity of talents and competencies in a transparent manner. We develop talent and abilities of persons across the lifespan, diversity and culture, 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

Goals	Lead/Champion	Secondary
<b>A. Build Desirable Communities</b>		
A01. Enhance the research capacity within the community on how BHC can support the learning institutions and the broader community.	Board of Supervisors (Enhanced coordination of county management); and affected departments and boards	Country View; Health Department; Conservation; Other affected departments
A02. Better coordinate multi-agency assistance to individuals	Community Services	Veterans Affairs; Board of Supervisors; Emergency Management Agency
A03. Maintain and increase services and communication availability through multiple mediums	Information Technology Department and All affected departments	
A04. Continue to support the County geographic information system by investing in new technology	Information Technology Department	All affected departments
A05. Increase county-wide public safety and community police protection	Sheriff	County Attorney; Engineer; Conservation; Board of Supervisors
A06. Provide leadership for criminal justice agencies	County Attorney	Sheriff
A07. Continually recruit, update, inform and train volunteer emergency responders	Emergency Management Agency	Health Department; Sheriff; Other affected departments; Board of Supervisors
A08. Support the development of WiMax/high speed internet access to rural county areas	Information Technology Department; Board of Supervisors	Engineer
A09. Ensure long-range improvement plans for roads and recreational infrastructure	Engineer, Conservation	Planning and Zoning; Board of Supervisors
A10. Maintain physical infrastructure	Building Maintenance	Other affected departments

A11. Explore and embrace new technologies by continuing to invest in its resources	Information Technology Department	Other affected departments; Board of Supervisors
A11. Continue to work on making the property tax system more transparent	Auditor	Assessor; Treasurer; Recorder; Board of Supervisors
A12. Continue the implementation of the asset management program	Board of Supervisors	Engineer; Building Maintenance; Other affected Departments
A13. Maintain and enhance funding for parks and trails	Conservation	Board of Supervisors
A14. Strengthen land-use policy	Planning and Zoning	Conservation; Board of Supervisors
A15. Increase citizen engagement in county government	Board of Supervisors	Engineer; Other affected departments
A16. Build and maintain a comprehensive long-term disaster recovery network and plans	Emergency Management Agency	Sheriff; Health Department; Board of Supervisors
A17. Provide a safe environment in which residents of Black Hawk County can thrive	Sheriff; County Attorney; Health Department	Board of Supervisors; Building Maintenance
A18. Develop a long-term plan and policies for livable communities that support needs across the lifespan	Board of Supervisors	Health Department; Community Services; Conservation; Planning and Zoning; Country View

Goals	Lead/Champion	Secondary
<b>B. Promote Economic Vitality</b>		
B01. Promote, with partners, recreation through Black Hawk County rivers and trails	Conservation	Information Technology Department; Board of Supervisors
B02. Share best practices with other counties and cities	Board of Supervisors (Enhanced coordination of county management)	Other affected departments
B03. Adopt community education programs that are evidence-based or best practices	Health Department	Community Services; Board of Supervisors; Other affected departments
B04. Promote the development of a NE Industrial Arterial	Board of Supervisors	Engineer

B05. Work with economic development entities to provide useful mapping and data for initiatives	Information Technology Department	Planning and Zoning; Engineer; Health Department; Assessor; Board of Supervisors
B06. Support regularly scheduled updates to traditional aerial and oblique photography for the county	Assessor; Information Technology Department	
B07. Maintain high quality secondary roads for transportation	Board of Supervisors; Engineer	
B08. Maintain high quality trails and other recreation infrastructure	Conservation	
B09. Create and maintain plans to minimize and mitigate economic and environmental losses	Conservation; Engineer	Planning & Zoning; Board of Supervisors
B10. Encourage partnerships between government, industry and education	Board of Supervisors (Enhanced coordination of county management)	Affected Departments
B11. Increase the consolidation of services	Board of Supervisors	County Attorney; Sheriff; Other affected departments

Goals	Lead/Champion	Secondary
<b>C. Achieve Environmental Sustainability</b>		
C01. Promote the benefits of locally grown foods	Board of Supervisors	Conservation; Health Department; Planning and Zoning
C02. Continue efforts for reducing energy needs and fuel consumption	Building Maintenance	Engineer; Conservation; Board of Supervisors; Other affected departments
C03. Continue watershed management with an emphasis on improving water quality and reduce flooding	Conservation	Engineer; Planning and Zoning; Board of Supervisors; Soil & Water Conservation District
C04. Develop green best practices for maintenance and procurement activities	Building Maintenance; Engineer; Board of Supervisors	Affected departments
C05. Establish environmentally sound policies	Board of Supervisors	Conservation; Engineer; Building Maintenance; Other affected departments

C06. Advocate for environmentally-conscious, safe practices for disposal of waste	Board of Supervisors	Solid Waste Management Commission; Conservation; Building Maintenance; Health Department
C07. Continue to implement an aggressive recycling policy and program within county government	Board of Supervisors	Building Maintenance; Conservation; Solid Waste Management Commission; Other affected departments
C08. Continue converting all departments to electronic systems	Information Technology Department	Building Maintenance; Other affected departments; Board of Supervisors
C08. Research use of renewable energy for all county buildings	Building Maintenance	Engineer; Board of Supervisors

Goals	Lead/ Champion	Secondary
<b>D. Apply Technology to Serve</b>		
D01. Develop web-based applications for departments and citizens	Information Technology Department	Auditor; Other affected departments; Board of Supervisors
D02. Provide efficient and efficient exchange of information among departments and other public entities	Information Technology Department	Affected departments; Board of Supervisors
D03. Backup all records and store off-site	Information Technology Department	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 affected departments; Board of Supervisors
D05. Implement electronic document management	Information Technology Department	Other affected departments; Board of Supervisors
D06. 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 affected departments
D07. Continually assess changing trends and needs of users	Information Technology Department	Affected departments; Board of Supervisors

D08. Participate in a state-wide real-time GPS network	Information Technology Department	Engineer; Conservation
D09. Ensure technological initiatives undertaken by different departments are compatible	Information Technology Department	Affected departments; Board of Supervisors
D10. Establish an information technology fund	Board of Supervisors	Information Technology Department
D11. Coordinate, integrate and streamline information technologies within county/state and local entities	Information Technology Department	Affected departments; Board of Supervisors
D12. Improve and enhance the connectivity of county owned buildings	Information Technology Department	Affected departments; Board of Supervisors
D13. Invest in redundant internet service provider for the county	Information Technology Department	
D14. Continue to maintain and revise ongoing technology plan	Information Technology Department	
D15. Develop county and city mapbooks referencing the United States national grid for public safety departments in the county using the county geographic information system	Information Technology Department	Affected departments
D16. Advocate the interoperability of communications among responders and dispatchers	Board of Supervisors	Emergency Management; Health; Information Technology Department (GIS); Conservation; , Sheriff, Black Hawk County Consolidated Communications Center
D17. Work with other departments to share technology	Information Technology Department	Affected departments; Board of Supervisors
D18. Continue to provide for service access to the public	Information Technology Department	Affected departments; Board of Supervisors
D19. Develop procedures for communicating with citizens through social media to make sure this is used in an appropriate, consistent professional manner	Information Technology Department; Human Resources	Affected departments

D20. Support state wide initiatives by state associations to provide services to citizens	Information Technology Department	Affected departments
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Goals	Lead/ Champion	Secondary
<b>E. Work Together</b>		
E01. Continue to support a regional structure for mental health/disabilities service system	Community Services	Veterans Affairs; Board of Supervisors; Country View
E02. Collaborate and share best practices with other government and private sector entities to train employees and develop processes	Human Resources (standing committee)	Affected departments; Board of Supervisors
E03. Share resources and services that can be provided by Black Hawk County to other entities	Board of Supervisors	Affected departments
E04. Increase involvement with state and national organizations	Board of Supervisors	Affected departments
E05. Utilize central purchasing for more items	Board of Supervisors	Affected departments
E06. Collaborate with government agencies and other entities to reduce duplication of services regionally	Board of Supervisors and elected officials	Affected departments
E07. Strengthen existing relationships among partnering agencies and non-government groups	Board of Supervisors	All elected officials; Affected departments
E08. Build new relationships and collaborate with individuals and groups	Board of Supervisors; Affected departments	
E09. Maintain a presence in the multiple levels of government represented in Black Hawk County	Board of Supervisors	Sheriff; Engineer; Health; Other affected Departments
E10. Participate and collaborate with surrounding counties to build relationships and maximize resources in the region	Board of Supervisors (Enhanced coordination of county management)	Emergency Management; Conservation; Information Technology Department; Other affected departments
E11. Consolidate training and purchasing, with other governmental entities, where appropriate	Board of Supervisors	Affected departments

E12. Provide opportunities for people of all ages to engage and access leisure activities	Conservation	Health Department; (Other city/state leisure services)
E13. Conduct cross training for all employees within respective departments	Human Resources	Affected departments; Board of Supervisors

Goals	Lead/Champion	Secondary
<b>F. Transforming How We Lead</b>		
F01. Develop a comprehensive 3-10 year succession plan for workforce	Board of Supervisors; Human Resources (Standing Committee)	Affected departments; Board of Supervisors
F02. Strengthen workforce competencies for positions	Human Resources	Affected departments; Board of Supervisors
F03. Continue to use evaluations as professional development tools	Human Resources	Affected departments; Board of Supervisors
F04. Explain and promote county services	Board of Supervisors	Information Technology Department; Conservation; Other affected departments
F05. Provide coordinating leadership and management training to department heads, managers and supervisors	Human Resources (Standing Committee)	Board of Supervisors
F06. Communicate among departments regarding technology issues	Information Technology Department	Other affected departments
F07. Match new workforce skills with future trends	Human Resources (Standing Committee)	Community Services; Other affected departments; Board of Supervisors
F08. Encourage a culture of support and innovation by soliciting new ideas from all departments	Board of Supervisors	Other affected departments
F09. Identify emerging issues and trends, address in advance and adapt early	Board of Supervisors	Affected departments
F10. Support coordination and cooperation efforts of county departments	Board of Supervisors	All departments
F11. Recruit/hire a more diverse workforce	Human Resources	Civil Service (Sheriff); Board of Supervisors; Other affected departments

F12. Develop and coordinate employee training to improve skills, enhance knowledge and learn new technologies	Human Resources	Information Technology Department; Other affected departments
F13. Develop flexible work environments to attract and retain employees	Human Resources	Information Technology Department; Other affected departments; Board of Supervisors