



OTTAWA COUNTY BOARD OF COMMISSIONERS

Strategic Plan and 2015 Business Plan



OTTAWA COUNTY BOARD OF COMMISSIONERS

Back Row (Left to Right): Donald G. Disselkoen - District 3; Mike Haverdink - District 5; Matthew R. Fenske - District 11; Dennis L. Van Dam - District 6; Roger A. Bergman - District 10; Stuart P. Visser - District 1; James H. Holtvluwer - District 7

Front Row (Left to Right): Philip D. Kuyers - District 9;
Chair Joseph S. Baumann - District 2; Vice-Chair Greg J. De Jong - District 8;
Allen Dannenberg - District 4;

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of 263,801 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,100 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration, and law enforcement.

An 11-member Board of Commissioners, each elected to a two-year term, governs the County. The Board of Commissioners establishes the general direction of government and provides oversight of administrative functions of the County. The Board appoints a County Administrator who manages the budget, provides leadership and management of Board initiatives, and oversees general County operations. The remaining operations are managed by either elected officers (Clerk/Register of Deeds, Water Resources Commissioner, Prosecutor, Sheriff, and Treasurer), statutory boards (Community Mental Health), or the judiciary.

While the Board of Commissioners had conducted strategic planning activities in the past, the County had not had an active strategic plan, mission, or organizational values in place for several years, so in 2004 the Board began collecting information needed to develop a plan. This included the employee and resident surveys, a study of mandated services, employee input on the mission statement, evaluations of several departments, a wage and classification study, the United Way Community Needs Assessment, and definitions of the County's financing tools.

After collecting and considering this information, the Board met on March 23 and 24, 2006, to begin work on its strategic plan. That initial plan was adopted and implemented over the next two years. The Board now meets annually to review the strategic plan and develop an accompanying business plan comprised of objectives that serve as action steps toward achieving the strategic plan.

The Board of Commissioners met on January 22, 2015, to review the current strategic plan and create the business plan for 2015. This involved a review of the strengths, weaknesses, opportunities, and threats (SWOT) facing the County, a confirmation of major goals, and the development and ranking of objectives. After the Board established draft objectives, Administration assigned resources to each objective, and developed outcome measures which will indicate success in completing the plan's goals. The results of the process follow.

A **VISION** statement indicates how an organization views its ideal, or ultimate, goal. The Board of Commissioners has established the following vision statement:

Ottawa County strives to be the location of choice for living, working, and recreation.

A **MISSION** statement assists an organization in easily communicating to a variety of constituencies what it does, who it serves, and why it does so. The Board of Commissioners has established the following mission statement:

Ottawa County is committed to excellence and the delivery of cost-effective public services.

GOALS focus the direction of an organization's work, under the guidance from the vision and mission statement. Goals are relatively static in nature and will not often change. The four goals of the Board of Commissioners are:

- 1. To maintain and improve the strong financial position of the County.**
- 2. To maintain and enhance communication with citizens, employees and other stakeholders.**
- 3. To contribute to the long-term economic, social and environmental health of the County.**
- 4. To continually improve the County's organization and services.**

A formal statement of organizational values was developed to clearly identify not only the principles upon which the organization is based, but the way in which it treats its employees and residents.

We recognize the importance of the **DEMOCRATIC PROCESS** in the accomplishment of our mission, and hold it as a basic value to respect the rule of the majority and the voted choices of the people; to support the decisions of duly elected officials; and to refrain from interference with the elective process.

We recognize the importance of the **LAW** in the accomplishment of our mission and hold it as a basic value to work within, uphold, support, and impartially enforce the law.

We recognize the importance of **ETHICS** in the accomplishment of our mission and hold it as a basic value to always act truthfully, honestly, honorably and without deception; to seek no favor; and to receive no extraordinary personal gain from the performance of our official duties.

We recognize the importance of **SERVICE** in the accomplishment of our mission and hold it as a basic value to treat each resident as a customer; to do all we can, within the bounds of the County's laws, regulations, policies and budget, to meet requests for service.

We recognize the importance of **EMPLOYEES** in the accomplishment of our mission and hold it as a basic value to treat each employee with professional respect, recognizing that each person using his or her trade or vocation makes a valuable contribution; to treat each employee impartially, fairly and consistently; and to listen to the recommendations and concerns of each.

We recognize the importance of **DIVERSITY** in the accomplishment of our mission and hold it as a basic value to treat all people with respect and courtesy.

We recognize the importance of **PROFESSIONALISM** in the accomplishment of our mission and hold it as a basic value that each employee will perform to the highest professional standards and to his or her highest personal capabilities.

We recognize the importance of **STEWARDSHIP** of public money in the accomplishment of our mission and hold it as a basic value to discharge our stewardship in a responsible, cost-effective manner, always remembering and respecting the source of the County's funding.

BUSINESS PLAN - 2015

OBJECTIVES, DELIVERABLES, OUTPUTS, AND OUTCOMES

While goals are relatively static in nature, the objectives that assist in accomplishing the goals are likely to change annually. Deliverables are items that give further meaning and substance to an objective. Outputs are specific items of action and outcome indicators are a measure of success, demonstrating the impact of actions conducted to achieve goals and objectives.

Prior to setting goals, members of the Board of Commissioners examined the strengths, weaknesses, opportunities, and threats affecting the County as a whole. The items in each category are not ranked by importance, nor is this intended to be an all-inclusive list, however it forms a basis for the development of goals and objectives. In addition, the items identified provide a view of potential issues that may impact the environment in which the County provides services in the near- or long-term future.

STRENGTHS

- Financially sound
- People
- Health care systems in community
- Environmentally sound
- Employees
- Public safety organizations
- Work ethic
- Environment
- Lake - water resource
- Recreational opportunities
- Parks
- Facilities
- Relationship with municipalities
- Economically diverse
- Strong school systems
- Agriculture
- Good reputation
- Business community
- Influential with legislators (State/Federal)
- Human Services - take care of needs in County
- Insurance Authority
- Communication - use of social media
- Innovative programs
- County health management program
- Strong credit rating
- Leadership capacity
- Low millage rate
- Improved perception of County by local units of government
- County of Integrity

OPPORTUNITIES

- Legislation at end of terms/lame duck
 - ⇒ More proactive
 - ⇒ Unfunded mandates
- SWAP crews...keep more affordable?
 - ⇒ Amount of subsidy?
 - ⇒ Provide Board latest SWAP evaluation
- Ottawa County campground
- Employee: compensation package stays competitive to retain and attract top-quality employees
- More cooperation/collaboration of services
- Continued/expanded partnerships in economic development
- Maintain agriculture base and economy we have
- Planning education: planning/zoning/enforcement training and best management practices for locals
- Standard and Poor's Bond Rating
- Community Mental Health and other healthcare systems
- Administrative infrastructure, continue to offer IT and other services
- Review potential tax reduction annually
- Remaining unfunded legacy costs
- Next phase of M - 231
- Court funding

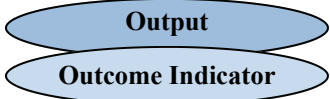
WEAKNESSES

- Roads
- Minority interaction/involvement
- Embracing diversity
- Separation of police/fire at local levels (duplication)
- Number of school districts
- Revenue sharing loss/threats
- Negative comments on employee survey
- Three Metropolitan Planning Organizations (MPO) in County
- Changes in healthcare systems with Community Mental Health and Public Health
- Lack of water/sewer infrastructure in some areas of the County

THREATS

- Aging population
- Pressure to reduce taxes when times are good
- School Bond loan fund; Coopersville, Allendale
 - ⇒ State shortened amortization schedule period which is driving up costs and millages
- Unfunded mandates
- Uncertain/volatile economy
- Complacency
- "Unemployables" in citizenry
- Cost of health care
- Water - water resource study outcomes
- Managing growth - maintain open space/agriculture land
- Changes in healthcare systems with Community Mental Health and Public Health
- Lack of affordable housing
- Increase in numbers of Michigan Tax Tribunal appeals
- State regionalization of services, loss of local control
- Millage renewals, funding for items like parks maintenance if renewals fail
- Next phase of M - 231
- State road funding
- Lack of infrastructure in growth areas
- Term limits
- Court funding
- Solid waste

GOAL 1: TO MAINTAIN AND IMPROVE THE STRONG FINANCIAL POSITION OF THE COUNTY.



WHAT WILL WE DO TO GET THERE?

Objective 1: Maintain and improve current processes and implement new strategies to retain a **balanced budget**.

- Provide information to the Board necessary to make key decisions, adopting the budget by the end of September.
- Identify financial threats and approve strategies to mitigate those threats.
- Maintain the health of the County financing tools.
- Investigate the feasibility of creating an Insurance Authority endowment.
- Continue strategies to contain the cost of health benefits, including; health plan design, bidding out our health plan to the market, and implementation of the health management plan.
- Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
- Work with federal and state agencies to complete the remediation at the Southwest Ottawa Landfill.
- Develop a campus master plan for future facility needs, including plans and funding for the ongoing maintenance of facilities.

Provide financial information to the Board in a timely fashion. Board reviews information on the financing tools, including the feasibility of an Insurance Authority endowment. Board reviews information and strategies regarding the cost of health benefits and pension/retiree health liabilities. Maintain progress towards the remediation of the Southwest Ottawa landfill. Board reviews a campus master plan and funding strategy for future and ongoing facility needs.

Budgets are adopted on time without deficits. The County financing tools are fully funded. Pension and retiree liabilities are fully funded. Cost of employee benefits rise at rates lower than benchmarks. The Southwest Ottawa landfill is fully remediated. The County provides and maintains excellent facilities.

Objective 2: Maintain and improve the financial position of the County through **legislative advocacy**.

- Develop a clear legislative action plan with regular tracking and reporting to the Board.
- Communicate legislative positions and provide systems for citizens and partners to advocate those views to their legislators.
- Advocate on the issue of unfunded mandates, to eliminate the addition of new unfunded mandates and to receive full funding for existing unfunded mandates.
- Advocate to protect revenue sharing and mitigate impacts of conditioning this funding to the completion of mandated activities.
- Advocate for improvements in court funding by the State.
- Identify other legislation that impacts our financial position, develop clear position statements on those issues and communicate those position statements to legislators.

Produce and distribute clear legislative position statements. Develop system that allows citizens and partners to advocate our legislative positions to their legislators. Staff and lobbyist provide regular updates to the Board.

The legislative action plan is recognized for receiving results. Positive legislation is adopted and negative legislation defeated. Citizens and partners advocate County position statements. The State fully funds mandated services required of the County. The State fully funds revenue sharing. The State appropriately funds the court system.

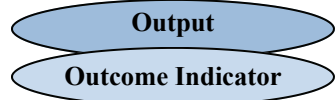
Objective 3: Maintain or improve **bond credit ratings**.

- Maintain a balanced budget with pro-active strategies.
- Present high-quality information to bond rating agencies.
- Continue to strive for "triple-triple" bond ratings.

Board adopts a balanced budget. Communicate with bond rating agencies as scheduled.

Achieve and maintain the top ratings from all rating agencies.

GOAL 2: TO MAINTAIN AND ENHANCE COMMUNICATION WITH CITIZENS, EMPLOYEES, AND OTHER STAKEHOLDERS.



WHAT WILL WE DO TO GET THERE?

Objective 1: Maintain a comprehensive **communication plan** that guides the work of the County in this goal area.

- Provide regular updates to the Board regarding communications and the work of the communications manager.
- Consider and evaluate new opportunities and methods of communication with various stakeholders.

Board is regularly updated on the communications plan.

Indicators in the citizen and employee surveys and website and social media metrics reflect increased knowledge of County activities and satisfaction with communication.

Objective 2: Review existing and implement new strategies to maximize communication with **citizens**.

- Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.
- Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, speakers bureau, and a calendar of community participation activities.
- Continue an increased focus on improving local media coverage, communicating key messages like the value proposition of taxes to services levels the County provides.
- Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.
- Provide timely and thorough information updates on key issues, like the M-231 project.

Regularly provide talking points to Commissioners. Develop a calendar of community events for Commissioners. Continue focus on improving local media coverage. Regularly review work on the website and social media initiatives, tracking metrics to measure progress.

Commissioners and staff are equipped with information to interact with the public on County issues. Commissioners and staff represent the County at a wide variety of events throughout the community. Citizen surveys reflect an increase in citizen awareness of County activities.

Objective 3: Continue to develop and implement methods of communicating with **employees**.

- Continue using all-staff e-mails and the new employee portal to communicate important information to employees.
- Continue the Labor-Management Cooperation Committee.
- Continue and improve the employee-edited newsletter.
- Continue brown-bag lunches and other information sessions.

Administration maintains consistency with brown bag luncheons, newsletters, Labor-Management meetings and other means to communicate with employees.

Employee satisfaction/engagement surveys reflect an increase in overall employee satisfaction/engagement.

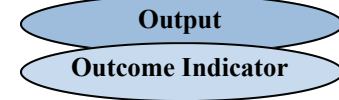
Objective 4: Evaluate communication with **other key stakeholders**.

- Implement and evaluate technology and tools for Commissioners.
- Meet with community leaders on a regular basis, seeking ways to increase involvement with minority communities.
- Evaluate communications with local units of government, including the use of quadrant meetings.
- Discuss with the Commission the structure of board meetings.

Implement and evaluate new technology for Commissioners. Meetings are held/attended on a regular basis throughout the community and with local units.

Commissioners report satisfaction with communication from Administration. Ottawa County is viewed by the community as a leader for best management practices and collaborative efforts.

GOAL 3: TO CONTRIBUTE TO THE LONG-TERM ECONOMIC, SOCIAL AND ENVIRONMENTAL HEALTH OF THE COUNTY.



WHAT WILL WE DO TO GET THERE?

Objective 1: Consider initiatives that contribute to the **economic** health and sustainability of the County and its' residents.

- *Work with existing partners to further county-wide economic development, including funding for Lakeshore Advantage.*
- *Discuss and act upon road policy issues, while maintaining regular communication with the road commission. Review the road commission report and memorandum of understanding. Monitor the completion of phase 1 and future phases of M - 231.*
- *Continue work developing the Great Lakes Agricultural Technology Business Incubator and provide other forms of support that recognize the role of agriculture in our economy.*

Board is represented, funds and is regularly updated about county-wide economic development activities. Review the Road Commission report and continue regular meetings with the Road Commission and MDOT. Evaluate progress of the agriculture incubator work.

Businesses succeed and thrive in the County, contributing to low unemployment rates. The condition of roads are rated well in citizen surveys. Agriculture continues as an economic driver, with the County ranked in the top three producers statewide.

Objective 2: Consider initiatives that contribute to the **social** health and sustainability of the County and its' residents.

- *Continued involvement and support of the coalition examining the challenge of affordable housing, Ottawa Housing Next.*
- *Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.*
- *Continue to provide for the health of residents in the County through the work of the Department of Public Health and Community Mental Health. Closely monitor state regionalization changes.*
- *Continue dialogue with community leaders and develop cultural intelligence training for employees so that the County is part of the solution to develop a globally diverse workforce in our community.*

Board stays updated on the work and initiatives (Ottawa Housing Next and regionalization) of departments in areas of public safety, public health and mental health. Cultural intelligence training provided for all employees.

County retains low crime rates and high health rankings. Citizen surveys reflect continued high satisfaction regarding public safety and health. Diverse peoples are welcomed and stay in the County.

Objective 3: Consider initiatives that contribute to the **environmental** health and sustainability of the County and its' residents.

- *Complete the next phase of the groundwater resources study.*
- *Evaluate changes to the Solid Waste Plan (landfills) in the County.*
- *Continue to support the work of the Parks and Recreation Commission, including the Hager Park sign issue, their upcoming millage renewal efforts, the Grand River Greenway, park land acquisition review and investigate a Parks Foundation.*
- *Continue efforts related to water quality and beach sand quality.*
- *Continue work with the Agricultural Preservation Board, encouraging creative funding methods for their work.*
- *Complete Urban Smart Growth demonstration project.*
- *Provide community education events, like done with "fracking".*

Groundwater study is completed. Board reviews changes to the Solid Waste Plan. Continue with board liaisons on the Parks Board, reporting on the mentioned initiatives. Water Quality Forum held. Complete Urban Smart Growth project. Continue support of the Agricultural Preservation Board. Continue community education events.

Ottawa County is recognized for improving water quality, and can provide for the water needs of residents and agriculture. Citizen surveys reflect continued satisfaction with living in Ottawa County.

GOAL 4: TO CONTINUALLY IMPROVE THE COUNTY'S ORGANIZATION AND SERVICES.

Output

Outcome Indicator

Objective 1: Conduct activities and maintain systems to **continuously improve** to gain efficiencies and improve effectiveness.

- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- Complete technology projects, including the email system.
- Complete facilities projects, including; landscape maintenance, performance contract projects and future campus planning.
- Develop and recommend policy to the Board on administrative handling and consideration by the Board of "political issues", such as the Hager Park sign.

Systems of creativity are implemented, including the Innovation Fund. Technology and facility projects are completed. Board considers a policy on the handling and consideration of "political issues".

Employees are actively involved in the continuous improvement of County processes and services. Ottawa County is viewed as a leader in all areas of service.

Objective 2: Continue to perform **program evaluations** and implement **outcome-based performance measurement systems**.

- Conduct organizational efficiency/structure reviews and program evaluations, including;
 - Road Commission memorandum of understanding review
 - Tax Increment Financing (TIF) Report
 - SWAP Program
 - Sobriety/Drug Courts
 - Indigent Defense Analysis
 - Others as needed
- Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- Continue to develop and improve dashboards and other reports to increase transparency and demonstrate outcomes.

Board considers program evaluations. Budget is adopted with outcome-based performance measurements incorporated. Dashboards are utilized to help demonstrate outcomes.

Budgets are adopted based upon demonstrated outcomes. Results are collected which demonstrate yearly and cumulative totals of both effective programs and services confirmed and savings from the improvement and/or elimination of ineffective programs and services.

Objective 3: Maintain and expand investments in the **human resources** and talent of the organization.

- Develop and maintain an Ottawa County standard for internal and external customer service, training all employees on the standard.
- Continue the investment in employee training and development through GOLD training program and tuition reimbursement.
- Continue to development tools and resources to hire, train and promote "the right person on the right seat of the bus".

A customer service standard is implemented with training for all employees. Employees are trained for excellence.

Ottawa County is recognized for excellent customer service. Ottawa County is competitive for talent and viewed as an employer of choice.

Objective 4: Examine opportunities for increased **cooperation and collaboration** with local government and other partners.

- Examine and evaluate possibilities for collaboration on services and make cost-effective services available to units of government.
- Continue work on regionalization (CMH, MiWorks, Public Health).
- Continue to improve culture of collaboration and teamwork among county departments/agencies/courts.

Shared service opportunities, regionalization and teamwork among county departments are consistently expanded.

Ottawa County is recognized as a region of excellence for government collaboration.

WHAT WILL WE DO TO GET THERE?

ASSIGNED RESOURCES AND DEADLINES

Once objectives, deliverables and outputs have been established, it is important to assign deadlines and resources to ensure that the plan activities are completed.

**Ottawa County Board of Commissioners
Business Plan: Deadlines and Resources**

	Projected Completion	Resources Assigned
Goal 1: To Maintain and Improve the Strong Financial Position of the County.		
Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.		
Provide financial information to the Board in a timely fashion.	9/22/15	Administrator, Fiscal Services
Board reviews information on the financing tools, including the feasibility of an Insurance Authority endowment.	9/22/15	Administrator, Fiscal Services
Board reviews information and strategies regarding the cost of health benefits and pension/retiree health liabilities.	9/22/15	Administrator, Fiscal Services, Human Resources
Maintain progress towards the remediation of the Southwest Ottawa landfill.	Ongoing	Administrator, Fiscal Services, Public Utilities
Board reviews a campus master plan and funding strategy for future and ongoing facility needs.	Ongoing	Administrator, Fiscal Services, Facilities
Objective 2: Maintain and improve the financial position of the County through legislative advocacy.		
Produce and distribute clear legislative position statements.	Ongoing	Administrator, Planning
Develop system that allows citizens and partners to advocate our legislative positions to their legislators.	12/31/15	Administrator, Planning
Staff and lobbyist provide regular updates to the Board.	Ongoing	Administrator, Planning
Objective 3: Maintain or improve bond credit ratings.		
Board adopts a balanced budget.	9/22/15	Administrator, Fiscal Services
Communicate with bond rating agencies as scheduled.	Ongoing	Administrator, Fiscal Services
Goal 2: To Maintain and Enhance Communication with Citizens, Employees, & other Stakeholders.		
Objective 1: Maintain a comprehensive communication plan that guides the work of the County in this goal area.		
Board is regularly updated on the communications plan.	Ongoing	Administrator
Objective 2: Review existing and implement new strategies to maximize communication with citizens.		
Regularly provide talking points to Commissioners.	Ongoing	Administrator
Develop a calendar of community events for Commissioners.	9/1/15	Administrator
Continue focus on improving local media coverage.	Ongoing	Administrator
Regularly review work on the website and social media initiatives, tracking metrics to measure progress.	Ongoing	Administrator
Objective 3: Continue to develop and implement methods of communicating with employees.		
Administration maintains consistency with brown bag luncheons, newsletters, Labor-Management meetings and other means to communicate with employees.	Ongoing	Administrator, Administration Departments
Objective 4: Evaluate communication with other key stakeholders.		
Implement and evaluate new technology for Commissioners.	12/31/15	Administrator
Meetings are held/attended on a regular basis throughout the community and with local units.	Ongoing	Board, Administrator

**Ottawa County Board of Commissioners
Business Plan: Deadlines and Resources**

	Projected Completion	Resources Assigned
Goal 3: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.		
Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its' residents.		
Board is represented, funds and is regularly updated about county-wide economic development activities.	Ongoing	Board, Administrator, Planning
Review the Road Commission report and continue regular meetings with the Road Commission and MDOT.	Ongoing	Board, Administrator
Evaluate progress of the agriculture incubator work.	Ongoing	Administrator, Planning
Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.		
Board stays updated on the work and initiatives (Ottawa Housing Next and regionalization) of departments in areas of public safety, public health and mental health.	Ongoing	Board, Administrator, Sheriff, Courts, Prosecutor, Public Health and Community Mental Health
Cultural intelligence training provided for all employees.	12/31/15	Administrator, Human Resources
Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its' residents.		
Groundwater study is completed.	8/31/17	Administrator, Planning
Board reviews changes to the Solid Waste Plan.	10/31/15	Administrator, Public Health
Continue with board liaisons on the Parks Board, reporting on the mentioned initiatives (Hager Park sign issue, millage renewal, Grand River Greenway, park land acquisition review and a Parks Foundation).	Ongoing	Administrator, Parks
Water Quality Forum held.	11/31/15	Administrator, Parks, MSU Extension, Public Health
Complete Urban Smart Growth project.	12/31/16	Planning
Continue support of the Agricultural Preservation Board.	Ongoing	Board, Administrator, Planning
Continue community education events.	Ongoing	Administrator, Planning
Goal 4: To Continually Improve the County's Organization and Services.		
Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.		
Systems of creativity are implemented, including the Innovation Fund.	12/31/15	Administrator
Technology and facility projects are completed.	12/31/15	Administrator, IT, Facilities
Board considers a policy on the handling and consideration of "political issues".	8/1/15	Administrator
Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.		
Board receives progress updates on the memorandum of understanding with the Road Commission.	7/1/15	Administrator, Planning
Board considers report on Tax Increment Financing.	5/30/15	Administrator, Planning
Board considers report on Sentenced Work Abatement Program (SWAP).	5/1/15	Planning, Sheriff
Board considers report on the Sobriety/Drug Courts.	12/31/15	Planning, Courts
Budget is adopted with outcome-based performance measurements incorporated.	9/22/15	Board, Administrator, Fiscal Services, Planning
Dashboards are utilized to help demonstrate outcomes.	Ongoing	Administrator, Planning
Objective 3: Maintain and expand investments in the human resources and talent of the organization.		
A customer service standard is implemented with training for all employees.	Ongoing	Administrator, Human Resources
Employees are trained for excellence.	Ongoing	Administrator, Human Resources
Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.		
Shared service opportunities, regionalization and teamwork among county departments are consistently expanded.	Ongoing	Administrator, All Departments