



# **OTTAWA COUNTY BOARD OF COMMISSIONERS**

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*Strategic Plan and 2014 Business Plan*



Back Row: Allen Dannenberg, Dennis Van Dam, Matthew Fenske, Greg DeJong, Stuart Visser, Roger Bergman, James Holtvluwer  
Front Row: Philip Kuyers, James Holtrop, Joseph Baumann, Donald Disselkoen



## **OTTAWA COUNTY BOARD OF COMMISSIONERS**

*Back Row (Left to Right):* Allen Dannenberg - District 4; Dennis L. Van Dam - District 6;  
Matthew R. Fenske - District 11; Greg J. De Jong - District 8;  
Stuart P. Visser - District 1; Roger A. Bergman - District 10; James H. Holtvluwer - District 7

*Front Row (Left to Right):* Philip D. Kuyers - District 9;  
Chair James C. Holtrop - District 5; Vice-Chair Joseph S. Baumann - District 2;  
Donald G. Disselkoen - District 3

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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 23, 2014, to review the current strategic plan and create the business plan for 2014. 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 - 2014

## OBJECTIVES, DELIVERABLES, OUTPUTS, AND OUTCOMES

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*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
- Health care systems in the community
- 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

# 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
- Road millage
- 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
- Coming up with policies to encourage re-investments/re-purposing in vacant buildings

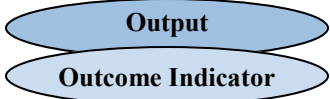
# WEAKNESSES

- Standard and Poor's Bond Rating
- 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 MPO's in County

# THREATS

- Aging population
- Pressure to reduce taxes when times are good
- Renewal of Parks millage
- 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
- Changing retail - retail space/tax base impacts
- Managing growth - maintain open space/agriculture land

**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**.

- *Adopt a budget calendar and provide information to the Board necessary to make key decisions.*
- *Implement the new budget software module and improved budget processes and adopt 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.*
- *Develop an improved financial forecasting model.*
- *Investigate options to fund pension liabilities.*
- *Continue strategies to contain health benefit costs, including; health plan design, bidding out our health plan to the market, and implementation of the health management plan.*
- *Work with federal and state agencies to complete the remediation at the Southwest Ottawa Landfill.*

Adopt a budget calendar and adhere to established timelines.  
Provide information to the Board in a timely fashion.  
Board is updated on the financing tools and Insurance Authority.  
Board reviews information and strategies regarding pension liabilities and health costs.  
Maintain progress to complete the remediation work and associated costs at the Southwest Ottawa landfill.

Budgets are adopted on time without deficits.  
The County financing tools are fully funded.  
The County can financially meet the needs of current residents without compromising the ability of future generations to meet their needs.  
Employee benefit costs rise at a rate lower than established benchmarks.

**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.*
- *Advocate on the issue of unfunded mandates, eliminating the addition of new unfunded mandates and receive full funding for existing unfunded mandates.*
- *Advocate to achieve the full reinstatement of revenue sharing and mitigate any negative impacts of the shift of this funding to the County Incentive Program (CIP).*
- *Continue to monitor and work with the Personal Property Tax legislation and vote to retain replacement funding.*
- *Identify other legislation that impacts our financial position, develop clear position statements on those issues and communicate those position statements to legislators.*

Produce legislative position statements that clearly outline our issues.  
Conduct a survey of our legislative delegation on various issues.  
Staff and lobbyist provides regular updates to the Board.

Legislation is implemented that more fully funds mandates.  
Revenue sharing is not further cut and eventually fully restored.  
The funding from the Personal Property Tax is fully replaced.  
Positive legislation adopted and negative legislation defeated.

**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.*

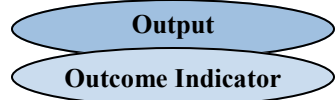
Board adopts a balanced budget.  
Communicate with bond rating agencies as scheduled.

Achieve and maintain the top ratings from all rating agencies.

WHAT WILL WE DO TO GET THERE?



**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.

- *Develop the work and responsibilities of the communications manager.*
- *Consider and evaluate new opportunities and methods to communicate with various stakeholders.*

Board stays 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, citizen budget meetings and evening commission meetings.*
- *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](http://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. Board work session to consider ways to engage with citizens. Promote and review initiatives like the speakers bureau. Continue focus on improving local media coverage. Regularly review work on the website and social media initiatives, tracking metrics to measure progress.

Website metrics and the 2014 citizen survey reflect an increase in citizen awareness and use of the website. The 2014 citizen survey reflects 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 develop a 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.

The 2015 employee satisfaction survey reflects an increase in overall employee satisfaction.

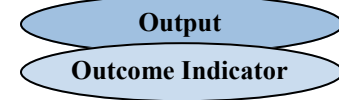
**Objective 4:** Evaluate communication with **other key stakeholders**.

- *Evaluate use of paperless packets and other communication technology and tools with Commissioners.*
- *Meet with community leaders on a regular basis.*
- *Evaluate communications with local units of government, including the use of quadrant meetings.*

Hold a work session on Commissioner technology. Conduct a survey of the Board rating communication. Meetings with local units are held on a regular basis.

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

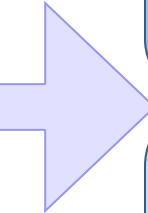
**GOAL 3: TO CONTRIBUTE TO THE LONG-TERM ECONOMIC, SOCIAL AND ENVIRONMENTAL HEALTH OF THE COUNTY.**



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 focus on and collaborate on regional economic development efforts.*
- *Discuss and act upon road policy issues, while maintaining regular communication with the road commission. Issues include the project status of M-231 and the proper funding for infrastructure.*
- *Continue work to develop an agriculture incubator and provide other forms of support that recognize the role of agriculture in our economy.*
- *Examine strategies to deal with obsolete building structures.*
- *Support and partner with other agencies to promote tourism.*

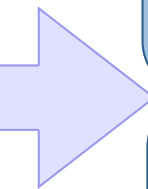


Board is updated by economic development groups about their economic activities.  
Continue regular meetings with the Road Commission and MDOT.  
Evaluate progress of the agriculture incubator work.

Businesses succeed and thrive in the County, contributing to low unemployment rates.  
The US-231 project is successfully completed.  
The 2014 citizen survey reflects a lower concern regarding economic development.

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

- *Evaluate Affordable Healthcare Act impacts.*
- *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 Health and Community Mental Health Departments.*
- *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.*

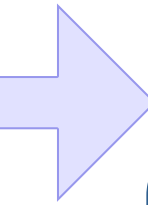


Board stays updated on the work and initiatives of departments in areas of public safety, public health and mental health.  
Cultural intelligence training provided for all employees.

County retains low crime rates and high health rankings.  
The 2014 citizen survey reflects 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, including more stakeholders in the process.*
- *Continue to support the work of the Parks and Recreation Commission, including their upcoming millage renewal efforts and the Grand River Greenway.*
- *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 supported, funded and begins.  
Continue with board liaisons on Parks Board.  
Water Quality Forum held.  
Complete Urban Smart Growth project.  
Continue support of the Agricultural Preservation Board.  
Continue "fracking" education and other community education events.

Ottawa County is recognized for improving water quality, and can provide for the water needs of residents and agriculture.  
The 2014 citizen survey reflects continued satisfaction with living in Ottawa County.

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

Output  
Outcome Indicator

WHAT WILL WE DO TO GET THERE?

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

- Develop and incorporate a system of creativity (continuous improvement and innovation) for all employees.
- Complete technology projects, including; tech upgrade, email system, tech forum and justice system improvements.
- Complete facilities performance contract projects and begin future campus planning analysis and updates.

**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
  - E Ticketing
  - Sobriety/Drug Courts
  - SWAP Program
  - Others as needed
- Continue to work with departments 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.

**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".
- Complete wage classification study.

**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 various regionalization initiatives (CMH).
- Continue to improve culture of collaboration and teamwork among county departments/agencies/courts.

A system of continuous improvement is implemented.  
Technology and facility projects are completed.

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.

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.

A customer service standard is implemented with training for all employees.  
Employees are trained for excellence.  
Wage study is presented to the Board for consideration.

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

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

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

# ASSIGNED RESOURCES AND DEADLINES

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*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**

	<b>Projected Completion</b>	<b>Resources Assigned</b>
<b>Goal 1: To Maintain and Improve the Strong Financial Position of the County.</b>		
<i><b>Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.</b></i>		
Adopt a budget calendar and adhere to established timelines.	9/30/14	Board, Administrator, Fiscal Services
Provide information to the Board in a timely fashion.	9/30/14	Administrator, Fiscal Services
Board is updated on the financing tools and Insurance Authority.	9/30/14	Board, Administrator, Fiscal Services
Board reviews information and strategies regarding pension liabilities and health costs.	Ongoing	Board, Administrator, Fiscal Services, Human Resources
Maintain progress to complete the remediation work and associated costs at the Southwest Ottawa landfill.	Ongoing	Board, Administrator, Planning, Public Utilities
<i><b>Objective 2: Maintain and improve the financial position of the County through legislative advocacy.</b></i>		
Produce legislative position statements that clearly outline our issues.	Ongoing	Administrator, Planning
Conduct a survey of our legislative delegation on various issues.	12/31/14	Administrator
Staff and lobbyist provides regular updates to the Board.	Ongoing	Administrator, Planning
<i><b>Objective 3: Maintain or improve bond credit ratings.</b></i>		
Board adopts a balanced budget.	Ongoing	Board, Administrator, Fiscal Services
Communicate with bond rating agencies as scheduled.	Ongoing	Administrator, Fiscal Services
<b>Goal 2: To Maintain and Enhance Communication with Citizens, Employees, &amp; other Stakeholders.</b>		
<i><b>Objective 1: Maintain a comprehensive communication plan that guides the work of the County in this goal area.</b></i>		
Board stays updated on the Communications Plan.	Ongoing	Administrator
<i><b>Objective 2: Review existing and implement new strategies to maximize communication with citizens.</b></i>		
Regularly provide talking points to Commissioners.	Ongoing	Administrator
Board work session to consider ways to engage with citizens.	7/1/14	Administrator
Promote and review initiatives like the speakers bureau.	Ongoing	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
<i><b>Objective 3: Continue to develop and implement methods of communicating with employees.</b></i>		
Administration maintains consistency with brown bag luncheons, newsletters, Labor-Management meetings and other means to communicate with employees.	Ongoing	Administrator, Administration Departments
<i><b>Objective 4: Evaluate communication with other key stakeholders.</b></i>		
Hold a work session on Commissioner technology.	8/1/14	Board, Administrator
Conduct a survey of the Board rating communication.	12/31/14	Board, Administrator
Meetings with local units are held on a regular basis.	Ongoing	Board, Administrator

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

	Projected Completion	Resources Assigned
<b>Goal 3: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.</b>		
<b>Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its' residents.</b>		
Board is updated by economic development groups about their economic activities.	12/31/14	Board, Administrator, Planning
Continue regular meetings with the Road Commission and MDOT.	Ongoing	Board, Administrator
Evaluate progress of the agriculture incubator work.	12/31/14	Board, Administrator, Planning
<b>Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.</b>		
Board stays updated on the work and initiatives 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.	12/31/14	Administrator, Human Resources
<b>Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its' residents.</b>		
Groundwater study is supported, funded and begins.	8/1/14	Board, Administrator, Planning
Continue with board liaisons on Parks Board.	Ongoing	Board, Administrator, Parks
Water Quality Forum held.	11/1/14	Administrator, Parks, MSU Extension, Health
Complete Urban Smart Growth project.	12/31/14	Planning
Continue support of the Agricultural Preservation Board.	Ongoing	Board, Administrator, Planning
Continue "fracking" education and other community education events.	Ongoing	Board, Administrator, Planning
<b>Goal 4: To Continually Improve the County's Organization and Services.</b>		
<b>Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.</b>		
A system of continuous improvement is implemented.	12/31/14	Administrator
Technology and facility projects are completed.	Ongoing	Administrator, IT, Facilities
<b>Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.</b>		
Board receives progress updates on the memorandum of understanding with the Road Commission.	7/1/14	Administrator, Planning
Board considers report on Tax Increment Financing.	10/1/14	Administrator, Planning
Board considers report on the E-Ticketing System.	5/1/15	Planning, Courts, Sheriff
Board considers report on Sentenced Work Abatement Program (SWAP).	8/1/14	Planning, Sheriff
Board considers report on the Sobriety/Drug Courts.	8/1/14: current data 7/1/15: new data	Planning, Courts
Budget is adopted with outcome-based performance measurements incorporated.	9/30/14	Board, Administrator, Fiscal Services, Planning
Dashboards are utilized to help demonstrate outcomes.	Ongoing	Administrator, Planning
<b>Objective 3: Maintain and expand investments in the human resources and talent of the organization.</b>		
A customer service standard is implemented with training for all employees.	9/1/14	Administrator, Human Resources
Employees are trained for excellence.	Ongoing	Administrator, Human Resources
Wage study is presented to the Board for consideration.	12/31/14	Administrator, Human Resources
<b>Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.</b>		
Shared service opportunities, regionalization and teamwork among county departments are consistently expanded.	Ongoing	Administrator, All Departments