

Agenda Item #

33

DISTRIBUTION

County Board
County Administrator
Elected Officials
Department Heads

STATE OF ILLINOIS)
)SS
COUNTY OF LAKE)

COUNTY BOARD, LAKE COUNTY, ILLINOIS

ADJOURNED REGULAR JUNE, A.D., 2007 SESSION

TUESDAY, AUGUST 14, A.D., 2007

TO THE MEMBERS OF THE COUNTY BOARD:

As Chairman of the County Board, I present herewith a Resolution adopting the 2007 Strategic Plan for Lake County and authorizing the County Administrator to oversee its implementation; and request its adoption.

Respectfully submitted,



Suzi Schmidt, Chairman
Lake County Board

RESOLUTION

WHEREAS, the Lake County Board conducted strategic planning sessions in May and June 2007 to develop Short-Term Strategies and Guiding Principles to guide future action; and

WHEREAS, the County Board conducted follow up discussions to refine and finalize the proposed strategic priorities in late June 2007; and

WHEREAS, the County Board has identified strategic issues pertaining to: transportation, criminal justice, drinking water and economic development; and

WHEREAS, the Board also identified Guiding Principles that will become a component part of the action plan for each strategic issue, including: fiscal responsibility, regional leadership, operational alignment, facility security, customer service, resource stewardship and human service collaboration; and

WHEREAS, the County Board now wishes to formally adopt the attached 2007 Short-Term Strategic Plan for Lake County.

NOW, THEREFORE, BE IT RESOLVED, by this County Board of Lake County, Illinois, that the 2007 Short-Term Strategic Plan for Lake County, a copy of which is attached hereto and made part hereof, is hereby adopted; and

BE IT FURTHER RESOLVED, that the County Administrator is hereby directed to oversee the implementation of the 2007 Short-Term Strategic Plan and to make periodic status updates back to the County Board.

DATED, at Waukegan, Lake County, Illinois, on this 14th day of August, A.D., 2007.

Short-Term Strategic Plan for Lake County, Illinois



August, 2007

Table of Contents

Section 1 Overview and Introduction	1
<i>Short-Term Strategic Planning Process</i>	1
Section 2 Guiding Principles	3
Section 3 Short-Term Strategies	4
Section 4 Long-Term Issues	7

Section 1 Overview and Introduction

- The Lake County Short-Term Strategic Plan has been developed during the first six months of 2007. The Plan identifies short-term strategic priorities for Board involvement during the next two-three years.

This plan contains strategic goals related to the four strategic issues approved and agreed to by the Lake County Board on June 28, 2007. Those four issues represent strategic initiatives within the areas of: transportation, criminal justice, drinking water, and economic development issues for the County. The plan also contains the principles that were identified by the Board that will be used to guide the development of implementation plans and the conduct of business within the County related to these strategic priorities.

Short-Term Strategic Planning Process

The process to define the short-term strategic priorities that are described in this document was started in March, 2007. During this process, all Lake County Board members attended at least one, and most attended all three half-day Board retreats.

Between March and June, 2007 the following activities were conducted:

- Major trends and key issues were identified through interviews with elected officials and department heads.
- Results of interviews were drafted and provided to the Board.
- Priorities and key issues of the Board were assessed relative to this draft.
- Information from County departments was provided to the Board in the form of panel discussions and participation in a ½ day Board retreat.
- Issues were prioritized and revised.
- Criteria for reviewing key issues was developed and applied to the prioritized issues.
- The issues list was narrowed and revised again during a second ½ day Board retreat through group breakouts and assessment of each issues' subjective costs and benefits.
- Consensus was achieved on final strategic issues for inclusion in the Short-Term Strategic Plan during a third and final ½ day Board retreat.

Implementation plans for each of the strategic goals will be developed based upon formal adoption of the four strategic issues (Transportation, Criminal Justice, Drinking Water, and Economic Development) by the Board at the July, 2007 Board meeting. These implementation plans will include needed resources (funding, staffing, and other resources) and goals that can be measured throughout the short-term period and reported back to the Board.

Section 2 Guiding Principles

- Guiding principles were identified by the Board. The principles will become a component of the action plan developed for each strategic issue.
 - Fiscal Responsibility* - Conduct County business in a fiscally responsible manner
 - Regional Leadership* – Serve as a leader/facilitator for regional issues
 - Operational Alignment* – Align the County’s business operational resources with strategic goals and priorities
 - Facility Security* – Provide safe, secure and adequate facilities for customers and employees
 - Customer Service* – Provide excellent service to internal and external customers
 - Resource Stewardship* – Ensure stewardship of all of the County’s resources
 - Human Service Collaboration* – Proactively address human service needs through collaboration with County providers

Section 3 Short-Term Strategies

- The strategic issues identified in this section have been adopted by the Board as short-term priorities. The expectation for these strategies is that considerable progress can be achieved in these areas over the next two to three years. Implementation Plans will be developed for each of these strategic areas, which will identify resources needed for the achievement of strategic goals.

The list of the following four strategic issues was compiled as a result of several Board retreats and facilitated prioritization discussions. Throughout this process, many important issues were discussed and addressed. Many of the issues that are not included in this final list of four short-term priority areas will nevertheless continue to be attended to by the County, but it was determined that these issues do not need active, regular Board involvement in their implementation.

Issue Area: TRANSPORTATION

Issue Title: Increase capacity, preserve and maintain the County transportation infrastructure in line with population growth.

Issue Definition (what it is):

This issue deals with the need not only to preserve and maintain *current* transportation infrastructure, but also to keep up with increasing capacity requirements based on the growth in the County (e.g., population influx). Strategic plans for this issue will address County roads, state roads, public transportation and the connections between the work force and job sites using these means of transportation. Because public transportation is an issue along with roads, the County will conduct and coordinate some of the strategic action items regarding this issue from the perspective of its role as a leader/facilitator for regional issues. Funding for this strategic item is a key part of the discussion in terms of looking at creative ways to fund necessary transportation infrastructure work with both current and new revenue sources.

Importance and Relevance to Mission (why):

Transportation issues affect the entire County area. Transportation is a key foundational infrastructure component for the County. Current trends affecting transportation (as costs have increased greater than inflation in the industry) will put the County in a deficit situation regarding transportation department programs if the issue is not resolved now.

Issue Area: CRIMINAL JUSTICE

Issue Title: Continue to enhance and evaluate the criminal justice system that addresses numerous social and behavioral issues with the goal of reducing the economic impact of crime on the county.

Issue Definition (what it is):

The adult and juvenile justice systems within the County play a role in reducing recidivism of inmates. The strategies target those individuals who can be impacted, through connection of the inmate (from County jails or other incarceration facilities within the County) to community-based programs and targeted goals for improvement of the probation system, ultimately forestalling the need for a new jail as long as possible.

Importance and Relevance to Mission (why):

Reducing recidivism makes sense from a moral perspective for the lives of the incarcerated person, as well as economic sense for the County in terms of having that person be a productive part of society and supporting his or her family.

Issue Area: DRINKING WATER

Issue Title: Work towards the availability of clean, safe, affordable drinking water so that supply is available to meet demand to all parts of Lake County.

Issue Definition (what it is):

This issue includes the need for the County to ensure that clean, safe and affordable drinking water is available in all parts of the County (e.g., quality and quantity of drinking water). This issue reflects a regional, and not strictly a County, focus. The County will address the availability of affordable and clean drinking water through a variety of coordinated efforts reflecting this regional emphasis, such as education of municipalities, water treatment options, and conservation efforts throughout the County.

Importance and Relevance to Mission (why):

Some parts of Lake County do not have a water system in place. The issue of having safe and affordable drinking water is tied to the economic prosperity and population health of the County.

Issue Area: ECONOMIC DEVELOPMENT

Issue Title: Expand economic development efforts County-wide.

Issue Definition (what it is):

The County is interested in expanding economic development through a supportive role, and pursuing activities consistent with that role. This issue considers matters such as increasing business attraction, business retention and improving the overall business climate of Lake County. In its supportive role, the County will focus on activities such as developing infrastructure-ready sites (shovel-ready) for development efforts, supporting regional development efforts, and other activities that have potential for significant impact and that are consistent with the County's mission.

Importance and Relevance to Mission (why):

The County's ability to offer incentives to businesses is small as compared to the State's. Therefore, creative approaches, partnerships, and County-support of regional development efforts are required to ensure the County's economic development is sound and secure for County residents and businesses.

Once these goals are adopted by the Lake County Board, the final Short-Term Strategic Plan including implementation plans that align the strategic priorities to specific goals for implementation, and identified resources (funding and staffing) will be created.

Quarterly reports will be provided to the Board that identify the action steps, responsibilities and roles, timelines and performance measures for each of the strategic priorities.

Section 4 Long-Term Issues

Throughout the process of defining and prioritizing the short-term strategic issues that are identified in this plan, some of the issues were categorized as long-term issues for consideration during the long-term strategic planning process. These issues were logged and will be preserved to be discussed during the long-term planning process.

The issues that were identified represent a range of areas, from identifying new sources of local revenues to specific ideas for new county facilities. Additionally, each of the short-term strategic areas included in this plan had corresponding long-term areas of focus that were logged. As the Board moves into the longer-term planning phase of this process, this list of issues that were identified will be reviewed.

The intent of the next phase of strategic planning will be to produce a long-term plan for the County based upon community input, analysis of the County's operating environment, and a clearly defined mission and vision for the County. This process will involve a combination of focus groups, community forums, community surveys, and alternatives analyses of identified long-term strategic issues.