



Kane County, Illinois Strategic
Plan November 14,
2006



TABLE OF CONTENTS

- I. Executive Summary5**
- II. Introduction.....19**
 - A. CALL TO ACTION – WHY KANE COUNTY EMBARKED ON THE STRATEGIC PLANNING PROCESS..... 19
 - B. PROJECT OVERVIEW..... 20
 - C. DESCRIPTION OF PARTICIPANTS/PROJECT ORGANIZATIONAL CHART 22
 - D. LIST OF PARTICIPANTS..... 23
 - E. BACKGROUND..... 27
- III. Kane County Mission Statement29**
- IV. Kane County Vision Statement29**
- V. Kane County's Current Environment30**
 - A. PROFILE OF KANE COUNTY 30
 - 1. POPULATION 32
 - 2. TRANSPORTATION, ROADWAY AND TRAFFIC CONGESTION 33
 - 3. WATER SUPPLY AND DEMAND 38
 - 4. COUNTY-OWNED FACILITIES AND STRUCTURE 39
 - 5. COUNTY STAFFING 42
 - 6. PROPERTY VALUES..... 43
 - 7. TAX AND EAV RATES 44
 - 8. COUNTY REVENUE SOURCES..... 45
 - B. COUNTY FINANCIAL ANALYSIS..... 49
 - 1. OVERVIEW OF CURRENT KANE COUNTY FINANCIAL CONDITION 49
 - 2. KANE COUNTY FINANCIAL ANALYSIS, RECOMMENDATIONS, AND BEST PRACTICES: 72
 - C. READINESS ASSESSMENT..... 75
 - D. SERVICE INVENTORY MATRIX 76
 - E. STATE MANDATE MATRIX..... 80
 - F. SWOC ANALYSIS (PROCESS & RESULTS) 84
- VI. Kane County Issues to be Addressed by the Strategic Plan87**
 - A. DISCUSSION OF ISSUE PROCESS..... 87
 - B. DISCUSSION OF HIGH LEVEL ISSUE CATEGORIES/HIGH LEVEL SPIDER 87
 - C. ISSUE CATEGORIES 89
 - 1. HIGH LEVEL ISSUE AREA ONE: OPERATIONS & ORGANIZATIONAL STRUCTURE 89
 - 2. HIGH LEVEL ISSUE AREA TWO: CAPITAL & FACILITIES..... 90
 - 3. HIGH LEVEL ISSUE AREA THREE: INFORMATION, COMMUNICATION & COOPERATION 90
 - 4. HIGH LEVEL ISSUE AREA FOUR: RESOURCES..... 90



5. HIGH LEVEL ISSUE AREA FIVE: STAFFING & PERSONNEL	91
6. HIGH LEVEL ISSUE AREA SIX: GROWTH & DEVELOPMENT	91
VII. Strategic Objectives	93
A. DISCUSSION OF STRATEGY PROCESS	93
B. STRATEGY ASSUMPTIONS.....	93
C. LISTING AND EXPLANATION OF STRATEGIES.....	93
1. HIGH LEVEL ISSUE CATEGORY 1: OPERATIONS & ORGANIZATIONAL STRUCTURE	94
A. LISTING OF ISSUE STATEMENTS ADDRESSED BY THIS STRATEGY.....	94
B. ISSUE EVIDENCE	94
C. ISSUES AND RELATED STRATEGY STATEMENTS	95
D. OPERATIONS AND ORGANIZATIONAL STRUCTURE OVERVIEW.....	98
E. OPERATIONS AND ORGANIZATIONAL STRUCTURE IMPLEMENTATION CONSIDERATIONS.....	98
F. OPERATIONS AND ORGANIZATIONAL STRUCTURE BEST PRACTICES.....	98
G. OPERATIONS AND ORGANIZATIONAL STRUCTURE OBSTACLES TO IMPLEMENTATION.....	100
H. STAKEHOLDERS NEEDED FOR IMPLEMENTATION	101
2. HIGH LEVEL ISSUE CATEGORY 2: CAPITAL & FACILITIES	101
A. LISTING OF ISSUE STATEMENTS ADDRESSED BY THIS STRATEGY.....	101
B. ISSUE EVIDENCE	101
C. ISSUES AND RELATED STRATEGY STATEMENTS	101
D. CAPITAL AND FACILITIES OVERVIEW	102
E. CAPITAL AND FACILITIES IMPLEMENTATION CONSIDERATIONS.....	102
F. CAPITAL AND FACILITIES BEST PRACTICES	103
G. CAPITAL AND FACILITIES OBSTACLES TO IMPLEMENTATION	103
H. STAKEHOLDERS NEEDED FOR IMPLEMENTATION	104
3. HIGH LEVEL ISSUE CATEGORY 3: INFORMATION, COMMUNICATION, AND COOPERATION	104
A. LISTING OF ISSUE STATEMENTS ADDRESSED BY THIS STRATEGY.....	104
B. ISSUE EVIDENCE	104
C. ISSUE AND RELATED STRATEGY STATEMENTS.....	104
D. INFORMATION, COMMUNICATION, AND COOPERATION OVERVIEW	106
E. INFORMATION, COMMUNICATION, & COOPERATION IMPLEMENTATION CONSIDERATIONS ..	106
F. INFORMATION, COMMUNICATION, AND COOPERATION BEST PRACTICES.....	106
G. INFORMATION, COMMUNICATION, AND COOPERATION OBSTACLES TO IMPLEMENTATION ...	108
H. STAKEHOLDERS NEEDED FOR IMPLEMENTATION	109
4. HIGH LEVEL ISSUE CATEGORY 4: RESOURCES	109
A. LISTING OF ISSUE THEMES ADDRESSED BY THIS STRATEGY:	109
B. ISSUE EVIDENCE:	109

KANE COUNTY STRATEGIC PLAN
TABLE OF CONTENTS



C.	ISSUE AND RELATED STRATEGY STATEMENTS:	109
D.	RESOURCES OVERVIEW	113
E.	IMPLEMENTATION CONSIDERATIONS	113
F.	RESOURCES BEST PRACTICES	113
G.	RESOURCES OBSTACLES TO IMPLEMENTATION	116
H.	STAKEHOLDERS NEEDED FOR IMPLEMENTATION	116
(5)	HIGH LEVEL ISSUE CATEGORY 5: STAFFING & PERSONNEL	116
A.	LISTING OF ISSUE STATEMENTS ADDRESSED BY THIS STRATEGY	116
B.	ISSUE EVIDENCE	116
C.	ISSUE AND RELATED STRATEGY STATEMENTS	117
D.	STAFFING AND PERSONNEL OVERVIEW	118
E.	STAFFING AND PERSONNEL IMPLEMENTATION CONSIDERATIONS	118
F.	STAFFING AND PERSONNEL BEST PRACTICES	119
G.	STAFFING AND PERSONNEL OBSTACLES TO IMPLEMENTATION	121
H.	STAKEHOLDERS NEEDED FOR IMPLEMENTATION	121
(6)	HIGH LEVEL ISSUE CATEGORY 6: GROWTH & DEVELOPMENT	121
A.	LISTING OF ISSUE STATEMENTS ADDRESSED BY THIS STRATEGY:	121
B.	ISSUE EVIDENCE	121
C.	ISSUE AND RELATED STRATEGY STATEMENTS	121
D.	GROWTH AND DEVELOPMENT OVERVIEW	123
E.	GROWTH AND DEVELOPMENT IMPLEMENTATION CONSIDERATIONS	124
F.	GROWTH AND DEVELOPMENT BEST PRACTICES	124
G.	GROWTH AND DEVELOPMENT OBSTACLES TO IMPLEMENTATION	127
H.	STAKEHOLDERS NEEDED FOR IMPLEMENTATION	127
VIII.	Conclusion	128
IX.	Appendices	131

KANE COUNTY STRATEGIC PLAN
TABLE OF CONTENTS





Kane County – Strategic Plan

I. Executive Summary

Strategic Planning Process

Under leadership from the Kane County Board and Kane County Board Chairman Karen McConaughay, Kane County embarked on a comprehensive, countywide strategic planning process in August 2005 to better understand and prioritize the County's unique characteristics, relevant issues, and future forecast. Led by the Strategic Plan Steering Committee, strategic planning participants engaged in a collective process of evaluating current issues, County needs, concerns, and strengths through a *7-Phase Strategic Planning Methodology*. The process included the following steps, which are detailed further in the Strategic Plan:

- 1. Initiate Project**
The Strategic Plan Steering Committee (SPSC) assessed the readiness of the County to engage in the Process, while developing goals and objectives, determining Project scope, and identifying formal and informal mandates.
- 2. Envision Future**
The SPSC identified relevant stakeholders and critical success and performance indicators. Core values were gathered, and the Mission and Vision statements were created.
- 3. Assess Environment**
The SPSC performed a SWOC analysis (Strengths, Weaknesses, Opportunities, Challenges), which is explained in more detail later in the Executive Summary. A component of the assessment included identifying the scope of services provided by County departments and Offices, as well as benchmarking research to understand which services are mandated by State statute and which services are discretionary.
- 4. Prioritize Issues**
The group identified core issues existing within each department and office, and categorized those issues into naturally similar groupings.
- 5. Formulate Strategies**
Participants brainstormed ideas that may address the issues, and realized any major barriers to each alternative. Relationships between alternatives were reviewed, and strategies were formulated to manage any weaknesses or challenges that were identified in the SWOC.
- 6. Determine Financing**
Strategic Planning participants evaluated the financial condition of the County. Best practices were explored to find creative financing cases from other jurisdictions and known budget policies and processes were applied.
- 7. Finalize Strategic Plan**
Finally, the Strategic Plan was finalized by Kane County Board after identifying final risks, soliciting public review, developing presentations, and adopting the Plan on November 14, 2006.



Stakeholders and Participants

The Strategic Plan process began with forty-nine (49) interviews that included County Board Members, Elected Officials, department heads, the Strategic Plan Steering Committee, and members of the general public. The participants represented the diversity of Kane County stakeholders in order to ensure that the strategic planning process would encompass the wide-ranging interests of Kane County citizens, consider the unique and varied issues and concerns of a rapidly growing county, represent many areas of County expertise, and cross all Kane County staff levels.

Some of the strategic planning participants were organized into a general Working Group, from which six Subworking Groups were formed – one each for Operations & Organizational Structure; Capital & Facilities; Information, Communication & Cooperation; Resources; Staffing & Personnel; and Growth & Development. Each of the six Subworking Groups reviewed the issues identified and brainstormed potential strategies to address issues included in their issue category. In addition, the Subworking Groups created rationale statements in order to validate why the strategies would address the respective issues. The Kane County Strategic Plan lists the names of the stakeholders, decision-makers, and planning participants involved in the following planning teams and committees:

- 2006 Kane County Board
- Kane County Elected Officials
- Strategic Plan Steering Committee (SPSC)
- Planning Group
- Working Group
- Subworking Group 1: Operations & Organizational Structure
- Subworking Group 2: Capital & Facilities
- Subworking Group 3: Information, Communication, & Cooperation
- Subworking Group 4: Resources
- Subworking Group 5: Staffing & Personnel
- Subworking Group 6: Growth & Development
- June 2, 2006 Retreat Participants

Kane County's Mission and Vision

A mission statement describes the current state of Kane County and the central principles that embody what the County does today. A vision statement is a clear, positive, and inspirational affirmation of where Kane County aims to be in the future. The Mission and Vision for the County are fundamental elements necessary for it to possess a shared focus while maintaining organizational consistency and uniform goals. During the strategic planning process, Kane County established a County Mission Statement and Vision Statement that should be supported by all the County does and plans to do. The Mission and Vision Statements also provided a high-level framework to guide the Strategic Planning process.

Kane County Mission

The Mission of Kane County Government is to be accountable to its citizens in providing innovative and high quality government services in an economical, fair, professional, courteous and ethical manner to enhance and protect the health, welfare, and safety of those who live and work in Kane County.



Kane County Vision

Kane County is committed to:

- *Being an innovative and strategic leader in providing essential and effective public services in a fiscally prudent manner;*
- *Being good stewards of the natural and economic resources that make up our unique urban and rural communities;*
- *Adapting to and providing governmental services to a growing and diverse population;*
- *Promoting an environment that advocates health, welfare, and safety; and*
- *Encouraging and valuing citizen communication, input, and involvement in governing so that residents are proud to call Kane County "home".*

Kane County's Current Environment Profile

The Kane County Strategic Plan describes and evaluates in detail the County's current environment, including factors which contribute to its issues and may affect implementation of the proposed strategies. These areas of analysis are important first-steps to identifying and prioritizing Kane County's various issues.

1. **Population:** Kane County's rapidly growing population is a primary driving source of change, including explosive growth in service and resource demand. The population has experienced double-digit percentage growth in every census since 1950.
2. **Transportation, Roadways, and Traffic Congestion:** Kane County's roadways have experienced heightened demand for transportation, which has resulted in congested roads and highways in and around the County. These trends suggest that major expansion and upgrades must take place in order to meet projected growth patterns.
3. **Water Supply and Demand:** The growing population's demand for water is rapidly increasing with projected patterns that estimate exceeding "high capacity" in less than 15 years.
4. **County-owned Facilities and Structures:** As a result of increasing population growth, County facilities are struggling to meet service demand. These facilities provide varied services and functions at many locations throughout the County, which results in some confusion over which services are offered at which facility.
5. **County Staffing:** County service delivery is increasing to meet the population's demands, though County staffing has not increased at the same pace. In fact, as the population grows, the County has managed to decrease staff levels, as it continues to improve efficiencies and internal competencies.
6. **Property Values:** Compared to the steady Equalized Assessed Value (EAV) increases of the 1990's, growth in the recent 2000s has been sharp. This indicates a sudden proliferation of prices facing buyers in the market, thus decreasing options for lower income residents, the middle class, and senior citizens seeking housing in Kane County.
7. **Tax and EAV Rates:** When comparing Kane County's population growth, EAV growth, and tax growth, analysis suggests that the County's share of taxes has remained nearly flat since 2002 while EAV growth has sharply increased. Growth in service demand will need to be matched by increased funding to provide services required in a growing county.



8. **County Revenue Sources:** Kane County's primary revenue source is property taxes. Due to reductions in the County's tax rate, property tax receipts have decreased below the FY 2003 level for the last two fiscal years, despite the strong EAV growth within the County. This trend needs to be considered as decisions are made about short and long-term funding of proposed strategies.

County Financial Analysis

The Financial Analysis within the Strategic Plan will develop the foundation for the future Financial Management Tools the County should enact to report the financial activity of the County, analyze the financial activity, and respond to opportunities and challenges identified during the analysis.

The Financial Analysis is meant to provide a summary of the County's finances and is not meant to be a comprehensive analysis. The analysis includes some specific examples which are included for illustrative purposes and not necessarily to demonstrate a trend applicable to all of Kane County government.

As noted in the issues identified in the strategic plan, the Kane County Board and Elected Officials need sufficient tools to allow them to effectively manage County operations. One tool necessary to County government is the ability to timely and accurately report the County's overall current financial condition in a manner that is easily understandable to the County Board and Elected Officials. Other key tools include the ability to project future variations and trends in the County's financial condition and to take action in response to these variations and trends.

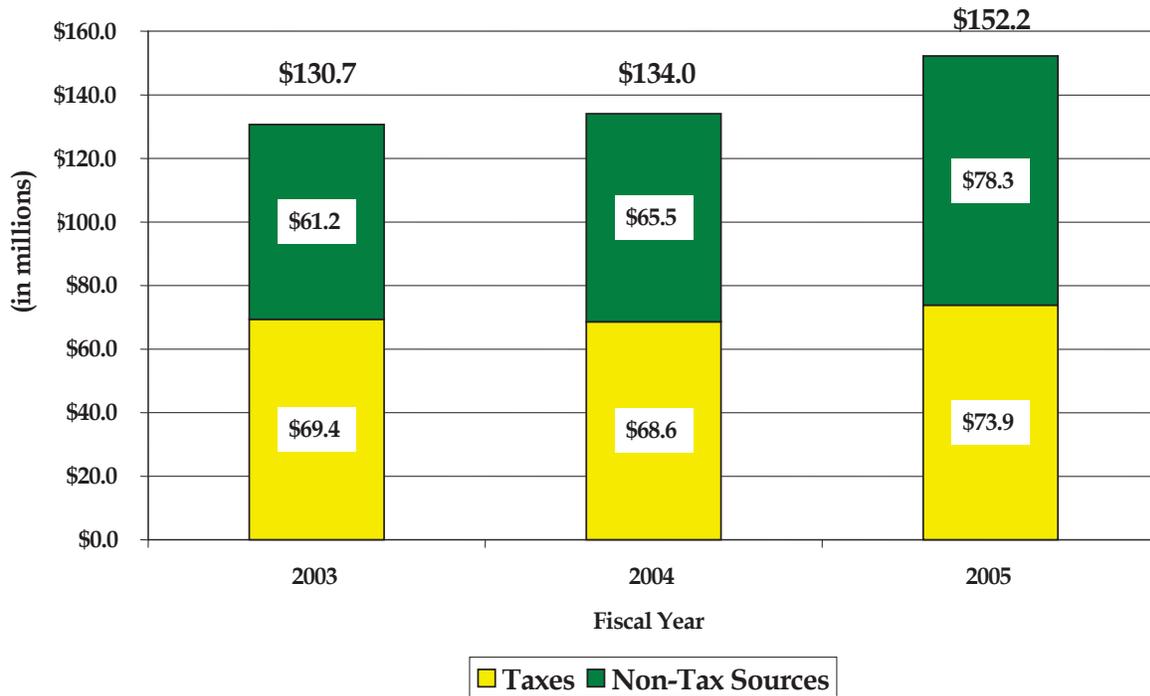
NOTE: The Financial Analysis does not include the activity of the Kane County Forest Preserve District.

Total Kane County Revenues:

As demonstrated in the following chart, Kane County's total revenues are roughly evenly divided between general tax revenue sources and specific non-tax revenue sources. Non-tax revenue sources have grown from 46.9% of total County revenues in Fiscal Year (FY) 2003 to over one half (51.5%) of all total County revenues in FY 2005. Approximately \$5 million of this increase in non-tax sources is related to the new Transportation Impact Fees the County enacted in FY 2004 to recover costs for additional transportation demand created by new development in the County. Historically, these additional transportation costs would have been funded by the County's general tax sources.



Total Kane County Revenues FY 2003 - FY 2005



Total Kane County revenues have increased by \$21.5 million over the past two years, from \$130.7 million in FY 2003 to \$152.2 million in FY 2005.

County tax revenues accounted for \$4.5 million or approximately 21% of total growth. The increase in County tax revenues was from non-property tax sources including Income Taxes, Personal Property Replacement Taxes and Motor Fuel Taxes.

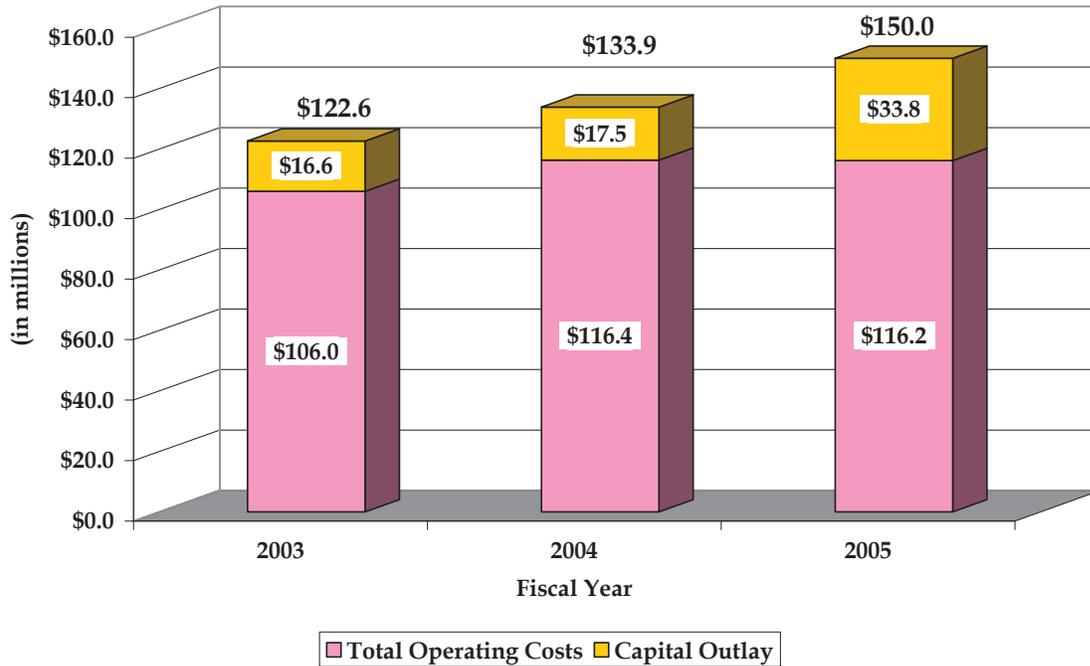
The remaining \$17.0 million of the County’s revenue growth was from non-tax sources. Non-tax revenue sources grew by \$4.3 million in FY 2004 and by \$12.7 million in FY 2005.

Total Kane County Costs:

As shown in the following chart, Kane County’s costs are generally comprised of operating expenses (salaries, fringe benefits, utilities, services and supplies) necessary for the day-to-day operations and capital costs (construction of buildings and roads and vehicles). Operating costs represented about 86% of the total costs in FY 2003 and about 77% of the costs in FY 2005. The reduction of the percentage of operating costs to total costs relates to devoting more resources to capital and transportation improvements necessary to meet Kane County’s needs.



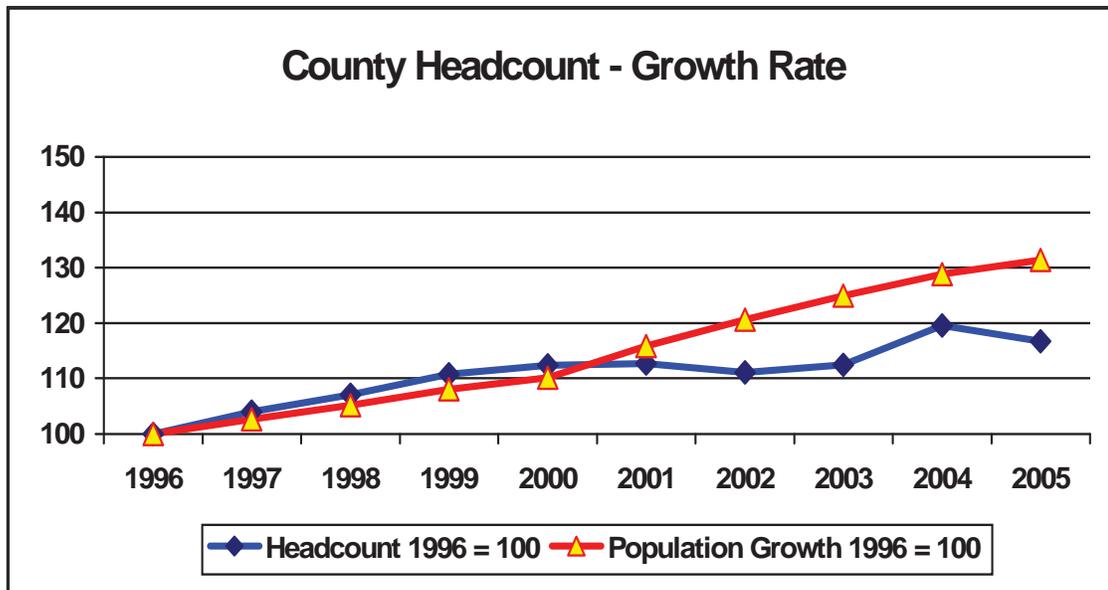
Kane County Total Costs FY 2003 - FY 2005



The increases of \$11.6 million in FY 2004 and \$16.1 million in FY 2005 (an average annual increase of 11.2%) may seem dramatic. However, further analysis shows that a significant portion of the increase is due to capital-related costs. Over 63% of the increase in total County costs relate to additional capital costs of the County. While Kane County capital costs increased by \$17.4 million from FY 2003 to FY 2004, all but \$0.1 million of this increase can be explained by capital cost increases in one category. Community and Infrastructure capital costs increased \$17.3 million over the same period with approximately \$16.9 million of this increase related to Transportation costs. This entire capital costs increase was more than offset by related revenue increases of over \$13.3 million in Federal and State service reimbursement for transportation projects and approximately \$5.0 million generated by the new Transportation Impact Fee.

Of the remaining \$10.2 million in increases for County operating costs, the overwhelming majority is related to increases in salaries and fringe benefits.

As shown in the following graph, although the Kane County population has significantly increased since 1996, the County has been holding the line on employee headcount.



The graph above illustrates the comparative growth rates in headcount and population with 1996 treated as 100% and each year following shown in comparison.

Of the \$4.4 million increase in Fringe Benefits, \$1.7 million was due to rising costs for the County's health insurance. This increase of 13.6% is fairly consistent with recent trends of health care cost increases in both governmental and private sectors. The increase in County's mandated pension contributions accounted for more than \$2.6 million. Unlike the State of Illinois and many pension funds in the private sector, the County has contributed 100% of its required annual pension cost to its pension funds.

During the period of construction of the new Kane County Jail, judicial & public safety capital costs will significantly increase over their current levels.

Readiness Assessment

As part of the strategic planning process, a Readiness Assessment was conducted with County stakeholders to assess the organization's capability for engaging in the Strategic Planning process. Done by Steering Committee members anonymously, this evaluation allowed members of the SPSC to respond to a series of statements, supplying weighting for each. The compiled results were then provided to the SPSC to provide an understanding of the areas of strength and of potential weakness that could affect the strategic planning process. The survey tool and detailed Readiness Assessment results are included within the Strategic Plan Appendices.

Service Inventory Matrix

A key component of the strategic planning initiative focused on collecting information about the type, level, and location of services provided to Kane County citizens. A comprehensive inventory of services was compiled into a matrix that lists and describes those currently provided by every County department and Office to the County's citizens. The matrix or, the Service Inventory Matrix ("SIM"), has sample examples contained in the Strategic Plan, with the entire matrix included in the Appendix. In addition to outlining where services are offered, where services are located, and what



steps are involved in obtaining the services, the SIM also provides more complete information for decision-makers and elected officials who are allocating resources and ensuring that service duplication and/or gaps in services do not occur.

State Mandate Matrix

Related to the service provision issues the County is confronting is the need for Kane County to understand which of the services provided by County departments and offices are required by State law. The County is in the process of developing a State Mandate Matrix that will describe state-mandated services, activities and functions which apply to county officials and departments, as well as those which are not mandated. This valuable information will assist the County in complying with state directives, while also providing citizens with an increased ability and understanding to distinguish which services are provided voluntarily by the County to meet unique needs.

Kane County SWOC

The SWOC Analysis is an important ingredient to Strategic Plan development as it involves the Plan participants in collaboratively defining, identifying, and validating the County's: Strengths, Weaknesses, Opportunities, and Challenges. The completed SWOC contained in the Strategic Plan serves as a basis for issue development and for framing strategies to address those issues. It puts the County's present state into perspective and helps to naturally allow management of issues based on strengths and opportunities unique to Kane County.

High Level Issue Areas/High Level Spider

The Strategic Plan documents the Issues and Strategies that were identified, validated, and appropriately categorized by Kane County Strategic Plan participants. The Issues were grouped together by High Level Issue Area and depicted in the High Level Issue Spider – an illustrative tool found in this Plan. The High Level Issue Spider was the framework chosen for arranging the various issues into "Issue Areas" in order to efficiently and appropriately separate the issues for the brainstorming of strategies. Each Issue Area listed below is a "leg" of the Spider.

Issue Area 1: Operations & Organizational Structure

Operations & Organization Structure issues include subcategories of (a) Board Responsibilities, (b) Internal Control Statute Structure, and (c) Procedures. These issues relate to Kane County's inter-departmental interactions and some inefficiencies in County operations identified in the stakeholder interviews. Providing accurate, consistent, and timely information to decision-makers is key for government entities. The development of standardized policies, procedures, roles, and responsibilities are essential to improving efficiency and effectiveness of County operations. A few of the primary issues include:

- The County Board needs to ensure implementation of the Kane County Strategic Plan.
- The County needs sufficient tools to provide necessary, timely and effective information to equip the County Board and Countywide Elected Officials to make informed decisions.



- The County needs to develop, implement, communicate, maintain and enforce Comprehensive County Policies and Procedures for the Operations of the County while being mindful of the internal control statute provisions.
- The County needs improved, consistent procurement and purchasing policies, procedures and practices in the form of a centralized system to effectively meet the needs of the County.
- The County needs to provide for more effective management of required procedures, programs and projects as enacted by the County Board on a countywide basis.

Issue Area 2: Capital & Facilities:

Capital & Facilities issues include subcategories of (a) Organization of Facilities, and (b) Facility Space and Condition. These issues relate to number and geographic location of County departments and Offices, which creates increasing confusion among Kane County citizens regarding service delivery details and functions. Duplication of services, gaps in service delivery, and fragmented services provide the basis for these issues. The primary issue for Capital & Facilities is as follows:

- The County needs to develop and implement a Comprehensive Countywide Facility Plan to coordinate all facility-related capital projects.

Issue Area 3: Information, Communication, & Cooperation

Information, Communication, & Cooperation issues include subcategories of (a) Information Technology, and (b) Communication. These issues relate to the County's functions hindered by a lack of fluid communication, coordination, and cooperation between the County Board, Elected Officials, departments, Offices, and the public. This lack of coordination negatively affects service delivery and information-sharing—causing inefficiencies within County operations. The issues within this section focus on improved integration and communication, and include the following sample issues:

- The County needs to improve the integration and coordination of the County services through the implementation of new technologies including countywide Enterprise Resource Planning (ERP) and Document Management systems.
- The County needs to develop and implement an efficient, effective and secure standard document management, archival, storage and retrieval process with policies and procedures.
- The County needs improved internal and external communication and coordination of services provided by County departments and offices including updating website content, clarifying signage at County buildings and addressing language barriers.

Issue Area 4: Resources

Resources issues include subcategories of (a) Funding, and (b) Budget. These issues relate to the strains on Kane County due to rapid population growth. To meet service delivery and resource demands, the County will require a substantial influx of additional funding from a combination of reducing budgets, increasing existing revenue resources, and identifying and enacting new revenue sources. Some of the primary Resources issues include:



- The County needs to provide funding for all statutorily mandated services which should receive priority over non-mandated services.
- The County Board needs to generate additional revenue sources and/or limit expenses for the County to provide sufficient resources to address demands related to growth (unfunded mandates, the landfill closure, etc.).
- There is a need for budget accountability and responsibility for all departments and offices. The County needs to understand the impact on the budget regarding personnel decisions during the budget year (i.e., hiring and raises), and the procurement encumbrance process.
- The County needs to address the impact of increased County health care costs, including retiree health care costs, on the financial condition of the County.

Issue Area 5: Staffing & Personnel

Staffing & Personnel issues include subcategories of (a) Training, (b) Staffing, and (c) Compensation. These issues relate to the shortage of ongoing staff training opportunities, insufficient understanding about staff skill levels, and the need for increased consistency in staff compensation and benefits. By assessing personnel skills, deficiencies, and development, the County can increase staff productivity and efficiency as County department heads and officials can better assign tasks and hire qualified individuals to meet departmental needs. A few prime examples include:

- The County needs to provide consistency in job duties and the compensation for similar positions within County government.
- The County needs to assess training/professional development needs for all staff.
- The County needs to assess staffing of all County departments.
- The County Board and Elected Officials need information to keep them updated on issues that affect their roles and responsibilities related to County operations.

Issue Area 6: Growth & Development

Growth & Development issues include subcategories of (a) Growth & Development, (b) Planning, and (c) Natural Resources. These issues relate to the current environment of substantial County growth – and the innovative approaches that will need to be considered and implemented in order to address them. Addressing a growing population with changing demographics, the County’s needs are changing and becoming more complex. These include, for example, new services for an immigrant and aging population, new intra-county coordination to address growth planning, and comprehensive water usage planning. Growth & Development addresses issues ranging from population demographics, land use, and health care. A few primary issues include:

- The County needs to address the impact of population growth on County services due to the limited resources available.
- There is a need for coordination between the County and municipalities on issues relating to growth.
- Population increases and changing demographics have placed additional demands on services provided by the Kane County Health Department. The County needs to continue to protect the citizens of Kane County from communicable diseases and environmental health concerns.
- The County Board should take the lead in preparing, adopting, and implementing a Countywide Long-term (50-Year) Sustainable Water Supply Plan.
- The County needs to implement and perform scheduled updates of the current 2030 Land Use Plan, 2030 Transportation Plan, Countywide Stormwater Management Plan and Health Department I-Plan, as well as the new Strategic Plan.



Strategies

Within each High Level Issue Area, every issue is listed along with strategies that Kane County strategic planning participants identified as viable strategies to address each issue. Strategies were produced through a brainstorming process, but were narrowed, supported, and approved by Kane County. These strategies are meant to serve as general goals that will be prioritized and evaluated for implementation after the Strategic Plan has been approved.

Also included in the Strategic Plan are potential obstacles to implementation, which are identified as considerations for Kane County stakeholders as they begin the implementation planning process. Stakeholders who should be involved in and who are affected by implementation of the strategy are also listed for the purpose of maximizing the success of the Strategic Plan.

The Strategic Plan also incorporates brief examples of nationwide “best practices.” These examples of programs, policies, procedures, and events serve as models that should provide Kane County with relevant examples of best practice and model programs that have worked in similar jurisdictions. Some lessons may be taken from these best practices, while catering to Kane County’s unique set of circumstances that shape the County’s issues and workable strategies. A brief sampling of strategies that directly address the issues within each Issue Area are listed below as examples.

Issue Area 1: Operations & Organizational Structure Strategy Examples

Strategy: Develop, implement, communicate, and monitor the Implementation Plan for the Strategic Plan that includes:

- A detailed action plan, including:
 - Resource requirements;
 - Financing options;
 - Assignment of responsibility; and
 - Timeline for implementation.

Strategy: Develop, communicate, and implement standard report formats for departments and offices.

- Develop, communicate and implement standardized approaches for presenting financial, performance and other information to the County Board and Board Committees.

Issue Area 2: Capital & Facilities Strategy Examples

Strategy: Develop and implement a 5-year Capital Plan and Capital Budget, including:

- Long-term and short-term maintenance plan
- The impact of technology on space needs
- Development of a Security Plan for all County facilities and an update of this plan as services are relocated and centralized.
- Identify and set priorities of current Capital needs for offices within the 5-year period.



Issue Area 3: Information, Communication, & Cooperation Strategy Examples

Strategy: Implement an Enterprise Resource Planning (ERP) solution to encompass finances, purchasing, HR, etc., as well as develop related implementation strategies for this process.

- Implement a standard ERP system across all County departments and offices.
- Incorporate significant training and organizational change management resources to assist all departments and offices with the implementation.

Strategy: Develop and communicate countywide standards and guidelines for interdepartmental communication, inter-office communication and communication of information to the public including:

- Voice, Data, Publication, Signage Standards
- ADA and bilingual
- Level of detail on County services
- Frequency of updates
- Training program for staff
- Identify translators
- FOIA process and procedures

Issue Area 4: Resources Strategy Examples

Strategy: Maximize the County's efforts to increase state and federal funding, including:

- Programs and grants:
- Federal Transportation Bill, Annual Federal Appropriations
- IDOT Annual Program
- Increased coordination with the Council of Mayors
- Analyze state and federal funding (funds received vs. taxes distributed)
- Analyze Motor Fuel Tax distribution inequalities

Strategy: Contract with an external entity to identify and/or determine past-due fees, fines, and other uncollected revenues, and collect these additional revenues.

- There are a large number of entities that specialize in collection of past-due governmental obligations. Many of which will provide services on a contingency basis, where the County will only incur costs for the services on funds that are collected.

Issue Area 5: Staffing & Personnel Strategy Examples

Strategy: Perform assessment of skill needs by the County, including:

- Inventory and assess professional positions within the County, desired skills of these positions, and analyze whether current staff has these skills.
- Inventory and assess soft skills within the County (dress standards, punctuality, customer service requirements) and whether current staff has these skills.
- Inventory and assess laws and regulations of which employees need to be aware in performing their regular daily functions and their current level of awareness.
- Inventory and assess licensing requirements required for certain County positions and ensure staff have and maintain appropriate licensure.



- Develop and fund training plan to address priority gaps between skill needs and actual staff qualifications.

Strategy: Determine if County employees are properly and fairly compensated (work hours, benefits, pension) by position type compared to governmental peers and the private sector.

Issue Area 6: Growth & Development Strategy Examples

Strategy: Ensure communication and coordination between governmental groups, including:

- Expanding the County's involvement with the Council of Mayors.
- Negotiating intergovernmental agreements with relevant local governments and state agencies.
- Addressing the need for additional economic development and job creation in the County.

Strategy: Develop, implement, communicate, and monitor a Countywide Long-Term Sustainable Water Supply Plan.

Conclusion

In preparing this Strategic Plan, with the commitment of Kane County stakeholders including public officials, department heads, staff, and private citizens, Kane County has taken an important first step toward establishing a foundation from which the County can overcome the current issues and future challenges confronting Kane County. To leverage the momentum the County has generated through the Strategic Planning process, the County should immediately embark on the next phase of this process--the implementation of the Strategies outlined in Kane County's Strategic Plan.

KANE COUNTY STRATEGIC PLAN
EXECUTIVE SUMMARY





II. Introduction

A. Call to Action – Why Kane County Embarked on the Strategic Planning Process

Strategic Planning is a set of processes, procedures and tools designed to assist Elected Officials, department and Office heads, stakeholders and community leaders to think and act strategically in a collaborative environment.

Kane County initiated the Strategic Planning process to:

- Promote strategic thought and action
- Improve decision making
- Enhance responsiveness between departments and offices and improve performance
- Facilitate communication and participation
- Develop a set of strategies to effectively respond to fundamental organizational issues
- Identify goals, objectives and priorities
- Determine and prioritize financing needs and options

Specifically, Kane County needed a Strategic Plan to maintain or increase service levels because of dramatic population growth and provide services to a growing and diverse population. There must be a proactive approach to address issues in a fiscally responsible matter while ensuring accountability to taxpayers.

In a concerted effort to coordinate across departments and offices, Kane County came together to gather information, identify the relevant issues facing the County, and brainstorm feasible and targeted strategies to address issues with an agreed-upon Mission and Vision for Kane County.

Kane County determined that the strategic plan would address the following Kane County objectives:

- Develop and prioritize County goals and objectives
- Design a work plan for review by all key decision makers
- Build relationships among County employees and offices
- Develop recommendations to guide resource allocation decisions
- Identify and engage in analysis and recommendations consistent with the project scope
- Draft a long-term, comprehensive strategic plan document



B. Project Overview

The Strategic Planning process involved many stakeholders coming from departments and offices throughout the County, as well as private citizens. Facilitated by Crowe Chizek, the members engaged in a collective process of evaluating current issues, County needs, concerns, and strengths. Though the project evolved in scope, the stakeholders continued through a 7-stage Strategic Planning.

The 7-stage Strategic Planning Methodology:



The seven phases included first Initiating the Strategic Planning Process by meeting with the Strategic Planning Steering Committee, assessing the readiness of the County to engage in the Process, developing goals and objectives, determining Project scope, and identifying formal and informal mandates.

The second phase was to Envision the Future by identifying the stakeholders, as well as critical success and performance indicators. Core values were gathered, and the Mission and Vision statements were created.

In the third phase, the group assessed the current Kane County Environment by performing a SWOC (Strengths-Weaknesses-Opportunities- Challenges) Analysis and a statistical analysis of the current environment. A component of the assessment of the current Environment included identifying the scope of services provided by County Departments and offices, as well as benchmarking research to understand which services are mandated by State statute and which are discretionary.



The fourth phase was setting priorities, which included identifying the core issues existing within each department and office, and categorizing those issues.

The fifth phase was formulating strategies. This involved brainstorming all ideas that may address the issues, and realizing any major barriers to each alternative. Relationships between alternatives were reviewed, and strategies were formulated to manage any weaknesses or challenges that were identified in the SWOC.

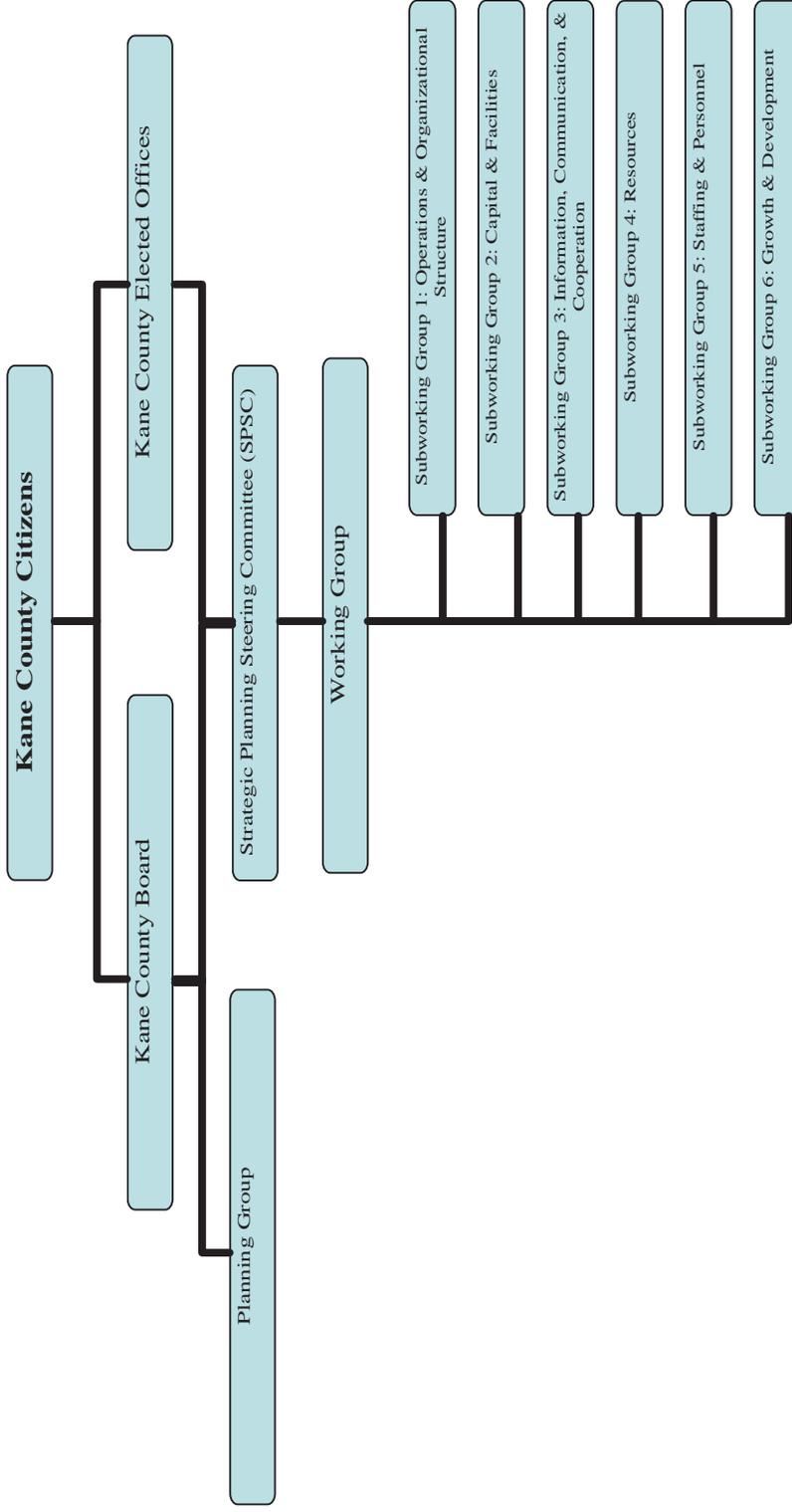
In the sixth phase, the Strategic Planning Process involved evaluating the Financial Condition of the County. Best practices were also explored to find creative financing cases from other jurisdictions. Known budget policies and processes were applied.

The seventh and final phase included identifying implementation considerations and risks, presenting the Strategic Plan proposals to the County Board, and finalizing the Strategic Plan.



C. Description of Participants/Project Organizational Chart

Project Organizational Chart





D. List of Participants

Kane County Board (2006):

- Karen McConnaughay, *Kane County Board Chairman*
- Dorothy Sanchez, *District 1*
- Linda Holmes, *District 2*
- Ken Griffin, *District 3*
- Bonnie Lee Kunkel, *District 4*
- William A. Wyatt, *District 5*
- Paul L. Greviskes, *District 6*
- Gerald A. Jones, *District 7*
- Rudolf "Rudy" Neuberger, *District 8*
- James C. Mitchell, Jr., *District 9*
- Thomas Van Cleave, *District 10*
- Robert J. McConnaughay, *District 11*
- John J. Hoscheit, *District 12*
- Caryl J. VanOvermeiren, *District 13*
- Mark Davoust, *District 14*
- Barbara Wojnicki, *District 15*
- Michael Kenyon, *District 16*
- Deborah Allan, *District 17*
- Don Wolfe, *District 18*
- Catherine S. Hurlbut, *District 19*
- Marlena Fox, *District 20*
- Lee Barrett, *District 21*
- Jackie Tredup, *District 22*
- John A. Noverini, *District 23*
- Hollie Kissane, *District 24*
- Robert A. Kudlicki, *District 25*
- Jan Carlson, *District 26*

Kane County Elected Officials

- John Barsanti, *State's Attorney*
- John Andrew Cunningham, *County Clerk*
- Donald Hudson, *Chief Judge of the Circuit Court*
- William Keck, *County Auditor*
- Karen McConnaughay, *Kane County Board Chairman*
- Dr. Clem Mejia, *Superintendent – Regional Office of Education*
- Kenneth Ramsey, *Sheriff*
- David Rickert, *Treasurer*
- Deborah Seyller, *Clerk of the Circuit Court*
- Sandy Wegman, *Recorder*
- Chuck West, *Coroner*



Strategic Planning Steering Committee (SPSC):

- Melissa Barbosa-Guzman, *Citizen*
- Phil Bus, *Exec. Dir. – Development & Transportation*
- Roger Fahnestock, *Exec. Dir. – Information Technology & GIS*
- Catherine S. Hurlbut, *County Board Member*
- Gerald A. Jones, *County Board Member*
- Karen McConnaughay (Ex-Officio), *Kane County Board Chairman*
- John A. Noverini, *County Board Member*
- Cheryl Pattelli, *Exec. Dir. – Finance*
- Deborah Seyller, *Clerk of the Circuit Court*
- Caryl J. VanOvermeiren (Ex-Officio), *County Board Member*
- Dan Walter, *Citizen (Chairman of SPSC)*
- Don Wolfe, *County Board Member*

Planning Group:

- Maureen Anderson, *PIO & Administrator of Strategic Plan Project*
- Phil Bus, *Exec. Dir. – Development, & Transportation*
- Karen McConnaughay, *Kane County Board Chairman*
- Ken Shepro, *Special Assistant State's Attorney*
- Dan Walter, *Citizen (Chairman of SPSC)*

Working Group:

- Mike Anderson, *Undersheriff*
- Ellen Burmeier, *Human Resources*
- Bobbi Daly, *State's Attorney's Office*
- Eloise Fara, *Central Services*
- Juliet Gaber, *Finance*
- Cathy Gratton, *Supervisor of Assessments Office*
- Mary Hyatt, *Court Services*
- William Keck, *County Auditor*
- Bill Kleveno, *Building and Grounds*
- David Kliment, *Public Defender*
- Marcia Larsen, *Department of Employment & Education*
- Pat McNamara, *Health Department*
- Mollie Millen, *Director – Subdivision & Zoning*
- Phil Morris, *Regional Office of Education*
- Doug Naughton, *Court Administrator*
- Pat Sikorski, *Director-- Animal Control*
- Lisa Smith, *Circuit Clerk's Office*
- Mitzi Strike, *Information Technology & GIS*
- Sandy Wegman, *Recorder*
- Chuck West, *Coroner*
- Al Westhoff, *County Clerk's Office*
- Della Winkler, *Treasurer's Office*
- Holly Winter, *Supervisor of Assessments' Office*



Subworking Group 1: Operations & Organizational Structure

- Maureen Anderson, *PIO & Administrator of Strategic Plan Project*
- Phil Bus, *Exec. Dir. – Development & Transportation*
- John J. Hoscheit, *County Board Member*
- Karen McConnaughay, *Kane County Board Chairman*
- Kenneth Shepro, *Special Assistant State's Attorney*
- Dan Walter, *Citizen (Chairman of SPSC)*

Subworking Group 2: Capital & Facilities

- Mike Anderson, *Undersheriff*
- Paul L. Greviskes, *County Board Member*
- Tim Harbaugh, *Director – Environmental Management*
- Donald Hudson, *Chief Judge of the Circuit Court*
- James C. Mitchell, Jr. , *County Board Member*
- Doug Naughton, *Court Administrator*
- Carl Schoedel, *Director-- Transportation*
- Chuck West, *Coroner*

Subworking Group 3: Information, Communication, & Cooperation

- Maureen Anderson, *PIO & Administrator of Strategic Plan Project*
- Roger Fahnestock, *Exec. Dir. – Information Technology & GIS*
- Mike Isaacson, *PIO- Health Department*
- Gerald A. Jones, *County Board Member*
- Doug Naughton, *Court Administrator*
- Deborah Seyller , *Clerk of the Circuit Court*
- Caryl J. VanOvermeiren, *County Board Member*

Subworking Group 4: Resources

- Catherine S. Hurlbut, *County Board Member*
- William Keck, *County Auditor*
- Sheila McCraven, *Exec. Dir. – Human Resources*
- John A. Noverini, *County Board Member*
- Cheryl Pattelli, *Exec. Dir.- Finance*
- David Rickert, *Treasurer*

Subworking Group 5: Staffing & Personnel

- Melissa Barbosa-Guzman, *Strategic Plan Steering Committee*
- John Barsanti, *State's Attorney*
- Roger Fahnestock, *Exec. Dir. – Information Technology & GIS*
- Robert J. McConnaughay, *County Board Member*
- Sheila McCraven, *Exec. Dir.-- Human Resources*
- James Mueller, *Director – Court Services*
- Sandy Wegman, *Recorder*
- William A. Wyatt, *County Board Member*



Subworking Group 6: Growth & Development

- Phil Bus, *Exec. Dir. – Development & Transportation*
- Jan Carlson, *County Board Member*
- Mary Lou England, *Exec. Dir. – Health Department*
- Tim Harbaugh, *Director – Environmental Management*
- Dr. Clem Mejia, *Superintendent – Regional Office of Education*
- Kenneth Ramsey, *Sheriff*
- Carl Schoedel, *Director-- Transportation*
- Don Wolfe, *County Board Member*

Retreat Participants: 6/2/06

- Deborah Allan, *County Board Member District 17*
- Maureen Anderson, *PIO & Administrator of Strategic Plan Project*
- Lee Barrett, *County Board Member District 21*
- John Barsanti, *State's Attorney*
- Phil Bus, *Exec. Dir. – Development & Transportation*
- Melissa Barbosa-Guzman, *Strategic Plan Steering Committee*
- Jan Carlson, *County Board Member District 26*
- John Andrew Cunningham, *County Clerk*
- Bobbi Daly, *State's Attorney's Office*
- Mark Davoust, *County Board Member District 14*
- Mary Lou England, *Exec. Dir.-- Health Department*
- Roger Fahnestock, *Exec. Dir. – Information Technology & GIS*
- Tim Harbaugh, *Director -- Environmental Management*
- Karen Herwick, *Chief Deputy, Circuit Clerk*
- Linda Holmes, *County Board Member District 2*
- John J. Hoscheit, *County Board Member District 12*
- Catherine S. Hurlbut, *County Board Member District 19*
- Gerald A. Jones, *County Board Member District 7*
- William Keck, *County Auditor*
- Michael Kenyon, *County Board Member District 16*
- Robert A. Kudlicki, *County Board Member District 25*
- Bonnie Lee Kunkel, *County Board Member District 4*
- John Marszalek, *Commander, Sheriff's Office*
- Karen McConnaughay, *Kane County Board Chairman*
- Robert J. McConnaughay, *County Board Member District 11*
- Sheila McCraven, *Exec. Dir.-- Human Resources*
- Dr. Clem Mejia, *Superintendent – Regional Office of Education*
- James C. Mitchell, Jr., *County Board Member District 9*
- James Mueller, *Director-- Court Services*
- Doug Naughton, *Court Administrator*
- Rudolf "Rudy" Neuberger, *County Board Member District 9*
- Cheryl Pattelli, *Exec. Dir.--Finance*
- Barbara Rahden, *Special Projects Secretary*
- Jim Robertson, *VRJS, Consultant for the Adult Justice Center*
- Carl Schoedel, *Director-- Transportation*
- Paul Schuch, *Director-- Water Resources Department*



- Ken Shepro, *Special Assistant State's Attorney for County Board*
- Pat Sikorski, *Director-- Animal Control*
- Jackie Tredup, *County Board Member District 22*
- Thomas Van Cleave, *County Board Member District 10*
- Caryl J. VanOvermeiren, *County Board Member District 13*
- Dan Walter, *Chairman, Strategic Plan Steering Committee*
- Jean Weems, *Executive Assistant to County Board Chairman*
- Chuck West, *Coroner*
- Barbara Wojnicki, *County Board Member District 15*
- Don Wolfe, *County Board Member District 18*
- William A. Wyatt, *County Board Member District 5*

E. Background

The Kane County Strategic Planning participants were divided into a Planning Group, and further into a Working Group, under which 6 Subworking Groups were created. The six Subworking Groups were organized based on the six major categories identified in the "High Level Spider," with each of the six major categories becoming a separate "Issue Area." The "High Level Spider" is an illustrative tool that diagrams each of the six Issue Areas that are listed below, along with sub-categories that correspond to the Areas. The High Level Spider displays the issues at a high level, showing how each issue is categorized and relates to the others. The six Issue Areas, each with its own Subworking Group, contained relevant topics that were discussed by the respective Subworking Group. The Subworking Groups then identified strategies addressing the issues.

Six Issue Areas:

1. Operations and Organizational Structure
2. Capital and Facilities
3. Information, Communication, and Cooperation
4. Resources
5. Staffing and Personnel
6. Growth and Development



III. Kane County Mission Statement

A mission statement describes the current state of the organization and describes the central principles that embody what the County does today. It includes why the organization does what it does, for whom, and how. The mission statement provides common direction for setting strategic, operational, and improvement goals as well as evaluating long- and short-term decisions for the organization.

Kane County Mission Statement:

The Mission of Kane County Government is to be accountable to its citizens in providing innovative and high quality government services in an economical, fair, professional, courteous, and ethical manner to enhance and protect the health, welfare, and safety of those who live and work in Kane County.

IV. Kane County Vision Statement

A vision statement is a clear, positive, and inspirational affirmation of where the organization aims to be in the future. The vision should embody the key values and ambitions that are intrinsic to the organization.

Kane County Vision Statement:

Kane County is committed to:

- *Being an innovative and strategic leader in providing essential and effective public services in a fiscally prudent manner;*
- *Being good stewards of the natural and economic resources that make up our unique urban and rural communities;*
- *Adapting to and providing governmental services to a growing and diverse population;*
- *Promoting an environment that advocates health, welfare, and safety;*
- *Encouraging and valuing citizen communication, input, and involvement in governing so that residents are proud to call Kane County "home".*

Mission and Vision Statements: Conclusion

The Mission and Vision for an organization are the fundamental elements necessary for a jurisdiction to possess a shared focus. These statements should align members' perspectives, while providing guiding principles for decision-making and management. The Vision and Mission maintain organizational consistency and promote uniform goals. All that Kane County does and plans to do should support and encourage the Vision and Mission Statements.



V. Kane County's Current Environment

A. Profile of Kane County

In order for a county to plan for its future needs and concerns, it is important to understand and to evaluate central issues that the county is confronting in its current environment. In this section, information is provided that highlights the current Kane County environment in the following areas:

1. Population
2. Transportation, Roadways, and Traffic Congestion
3. Water Supply and Demand
4. County-owned Facilities and Structures
5. County Staffing
6. Property Values
7. Tax and EAV (Equalized Assessed Value) Rates
8. County Revenue Sources

Kane County, Illinois is located approximately 30 miles west of Chicago, in the northeastern corner of Illinois. As one moves westward through Kane County, the County is roughly divided between bands of urban, suburban, and rural areas. The Fox River that bisects the County from North to South played a major role in the County's early development, as well as the emergence of the railroad in the 1850's. The Metra commuter rail service within the County, as well as the connections to the Illinois Tollway, have helped spur the current rapid growth in Kane County.

This Northwest Territory where Kane County is located was established in 1797 by Congress to provide government all land northwest of the Ohio River. In 1818, Illinois was admitted as the 21st state. On January 16, 1836, the Illinois legislature formed a new county and named it after Elias Kent Kane, the highly-respected attorney who helped draft the Illinois constitution and was the first Secretary of State. The new "Kane County" included what is now DeKalb County and part of the northern portions of Kendall County. DeKalb County subsequently separated from Kane County in 1837 and Kendall County in 1841. Kane County today has an approximate population of 473,000 (July 2004). Kane County is one of fifty-four national EDGE counties, and only one of four in Illinois. EDGE counties are those with between 200,000 and 800,000 residents, known as a "Metropolitan Growth Engine." Kane has experienced double-digit growth in every census since 1950.

Kane County government is similar to state government, as it is divided into three major branches—Executive, Legislative, and Judicial. The Executive branch includes the Countywide Elected Officials and the various other County offices and departments. County departments and offices are responsible for administration of County services and managing government affairs. This branch enforces County laws, regulations, and ordinances. The Legislative branch is the lawmaking body, which consists of Kane County's Board, which creates Kane County legislation. The Kane County Board consists of the elected district leaders who are primary decision-makers for the County on behalf of their districts. There are 26 County districts, and



one Board Member per district. The County Board Chairman is elected Countywide. The Judicial branch interprets and upholds the laws that govern the County, and it includes the Circuit Court system.

The current Elected Officials in Kane County include:

- John Barsanti, *State's Attorney*
- John Andrew Cunningham, *County Clerk*
- Donald Hudson, *Chief Judge of the Circuit Court*
- William Keck, *County Auditor*
- Karen McConnaughay, *Kane County Board Chairman*
- Dr. Clem Mejia, *Superintendent – Regional Office of Education*
- Kenneth Ramsey, *Sheriff*
- David Rickert, *Treasurer*
- Deborah Seyller, *Clerk of the Circuit Court*
- Sandy Wegman, *Recorder*
- Chuck West, *Coroner*

In addition, there are several statutory positions which are appointed and not elected, such as the Supervisor of Assessments and the Public Defender.

Kane County government is comprised of the following:

Health Group

1. Health Department
2. Animal Control Department
3. Office of Emergency Management

Office of the County Board

Judicial Services (Substances Group)

Transportation and Development Group

1. Development
2. Transportation
3. Environmental Management & Building and Grounds
4. Water Resources

Finance Group

1. Finance
2. Purchasing

Information Technology Group

1. Information Technology
2. GIS



Human Resources Group

1. Human Resources
2. Kane County Department of Employment & Education

Supervisor of Assessments

The Veterans Assistance Commission, while not technically part of County government, receives its budget from County funds.

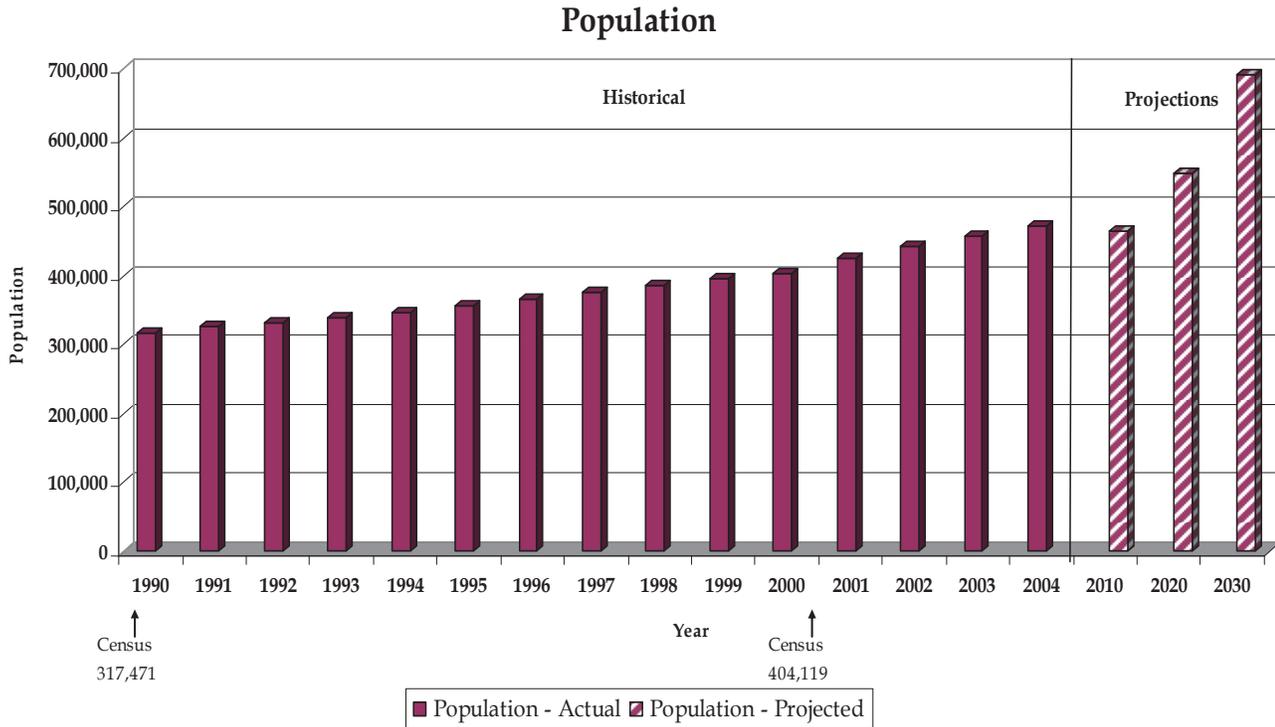
The Departments listed above provide a broad array of mandated and discretionary services to the citizens of Kane County. There is often citizen confusion over which services the County provides, and which services are provided by the cities to incorporated municipalities located within the County. Regardless, both entities collaborate to ensure citizens have access to necessary services and information. Kane County government presides over several areas including managing major functions such as Civil and Criminal courts, transportation, public safety, road upkeep, environmental management, health services, and water. County government provides information management services to departments such as the Recorder's Office and County Clerk's Office. Municipalities often also provide similar services depending on how jurisdictions are divided. The County provides services and performs functions, commonly provided by municipalities, for unincorporated areas of the County that are not within a municipal boundary. County and municipal governments must work together to ensure that all citizens have access to necessary services, information, and public assistance; and that the appropriate entity is providing needed services based on where the service is provided and what specific needs the citizen has.

1. *Population*

Kane County's quickly growing population has seen double-digit percentage increases in every census since 1950. In fact, Kane County reached and exceeded its 2010 population projection in 2004. Projections of population growth show the County population is expected to increase by nearly 250,000 by 2030.



The nature of such rapid growth presents Kane County with the challenge of increasing service levels for the growing population, and meeting the needs for future generations. Kane County also recognizes that in doing so, it must employ a proactive approach to address issues in a fiscally responsible manner. Additionally, it must maintain accountability to taxpayers without increasing taxes to resolve service and funding issues.

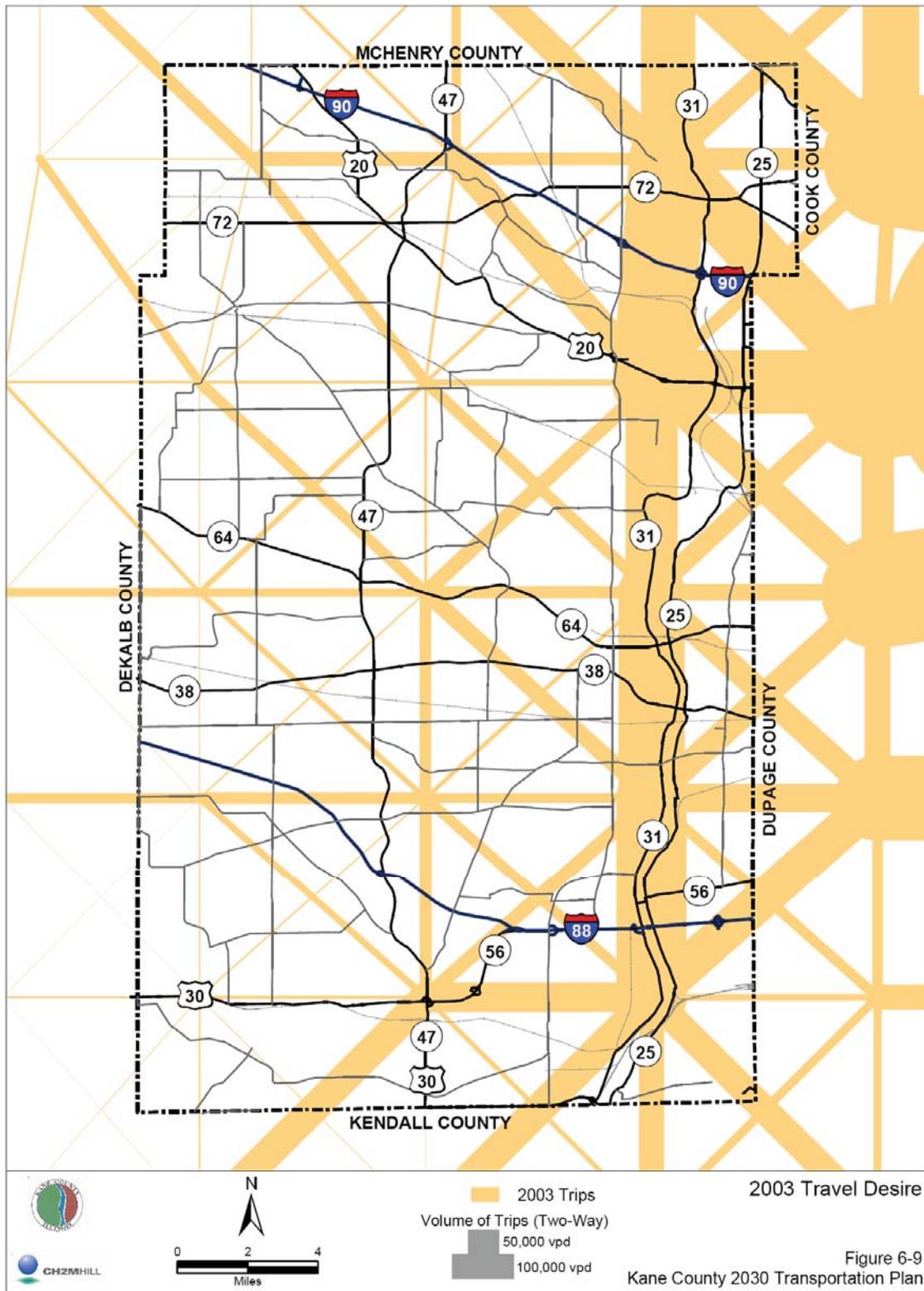


2. *Transportation, Roadway and Traffic Congestion*

With the population increase, Kane County’s roadways have experienced heightened transportation demands as shown by the number of trips recorded in 2003 in the graphic below. Congested roads and highways in and around Kane County are becoming congested faster than Kane County can address the increased demand. The graphics below illustrate the current and expected increases in desired travel growth patterns by 2030. It is evident that meeting this demand will take major expansion and reengineering, as well as significant additional resources to support these activities. The County should also be exploring creative solutions and alternative transportation means for the future.



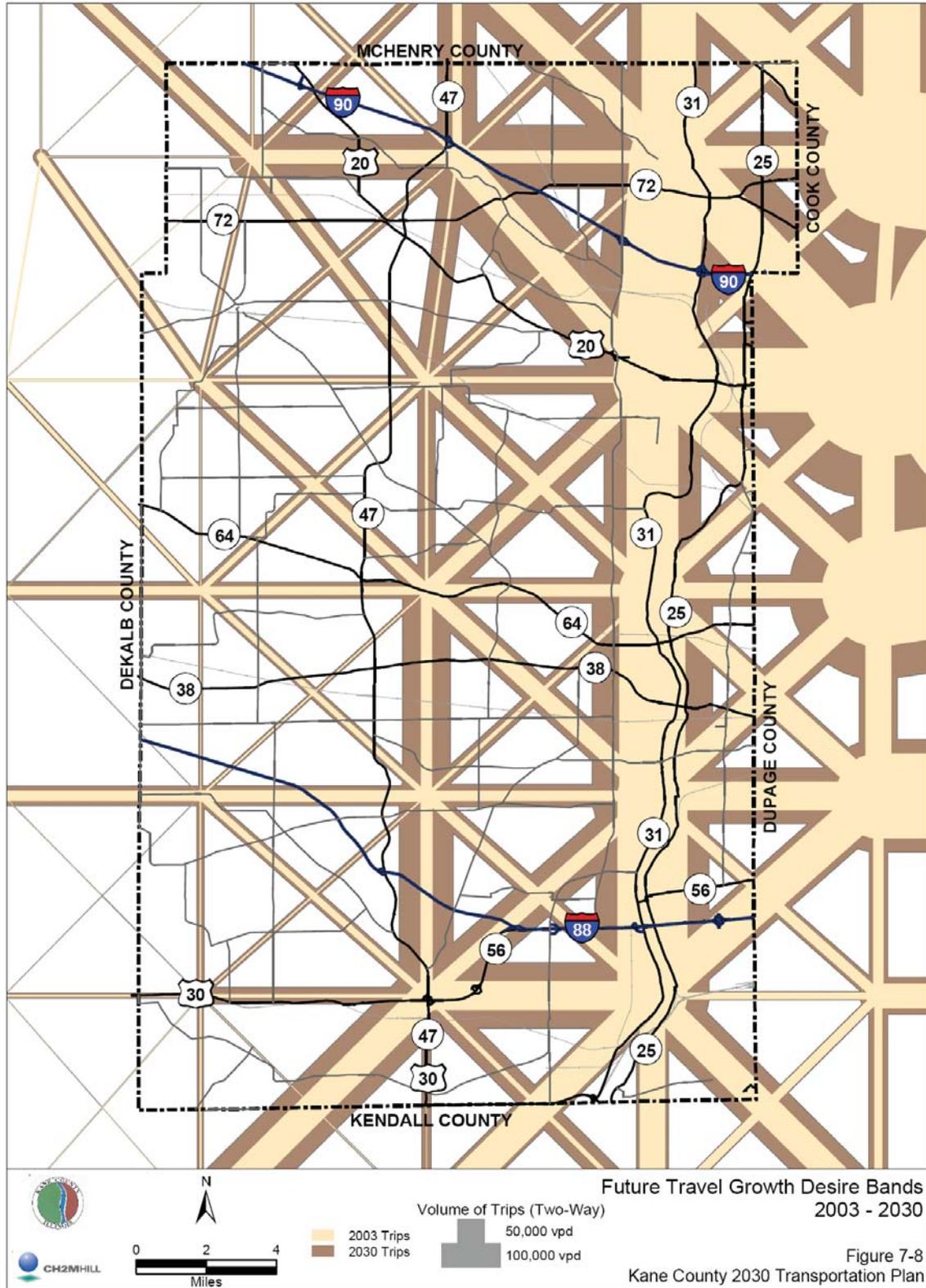
2003 Travel Demand



File Path: \\athena\proj\KaneCounty\DivisionOf180820\GIS\MapDocs\Section6\Fig6-09_DesireLines03.mxd, Date: October 13, 2004 1:43:40 PM



2030 Projected Travel Demand Growth





Shown below in Figure 1 is the traffic congestion associated with the 2003 travel demands. Given the anticipated population increases and travel demand by 2030, the Figure 2 demonstrates the expected traffic demands that will exist in Kane County by 2030. Previously, Kane County engaged in a comprehensive planning process to estimate and prepare for the quickly changing travel and traffic needs, which will assist greatly in resource allocation planning and aligning economic development goals to transportation issues. See Kane County's 2030 Transportation Plan: <http://www.co.kane.il.us/dot/2030/final/fullplan.pdf>

Figure 1: Traffic Congestion 2003

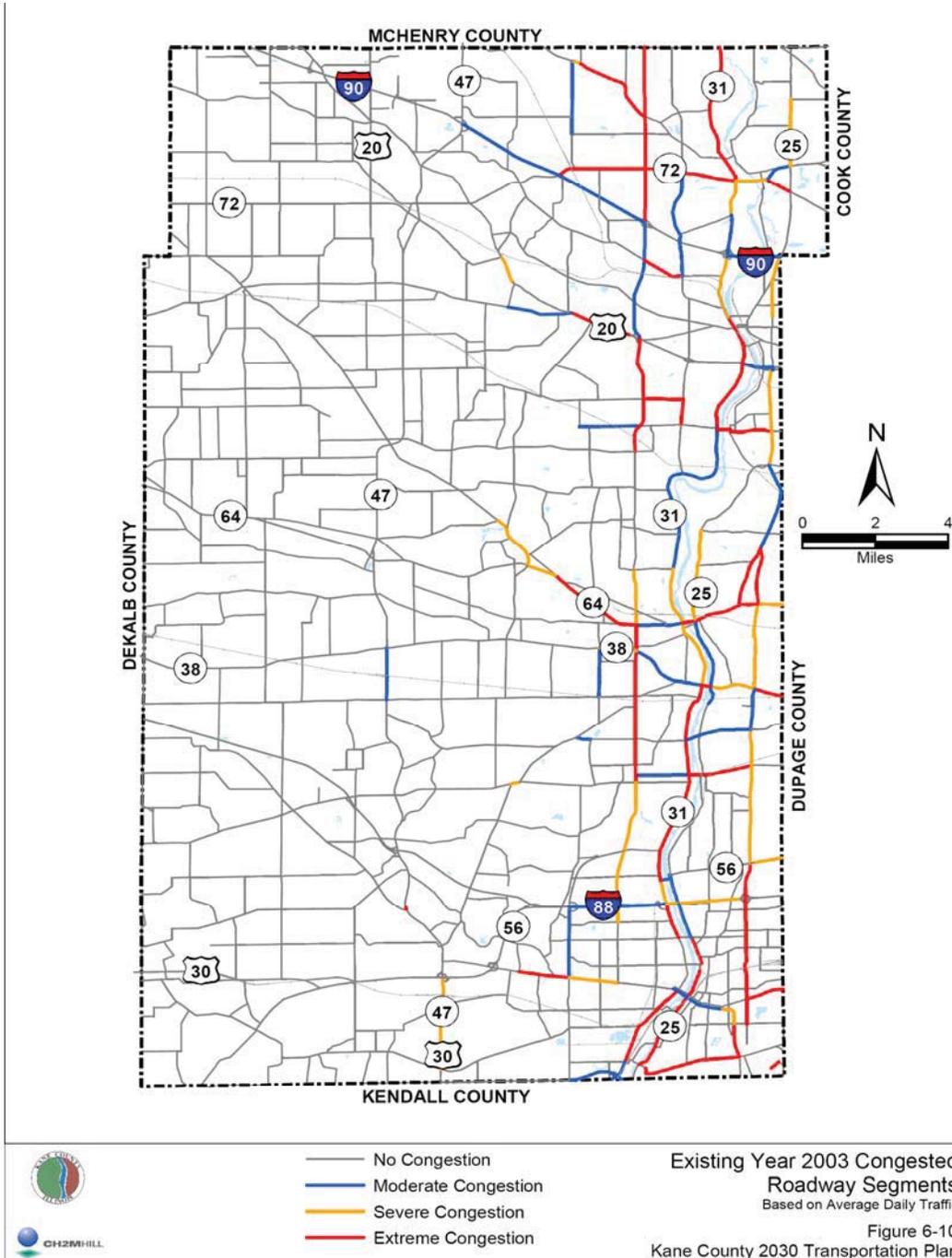
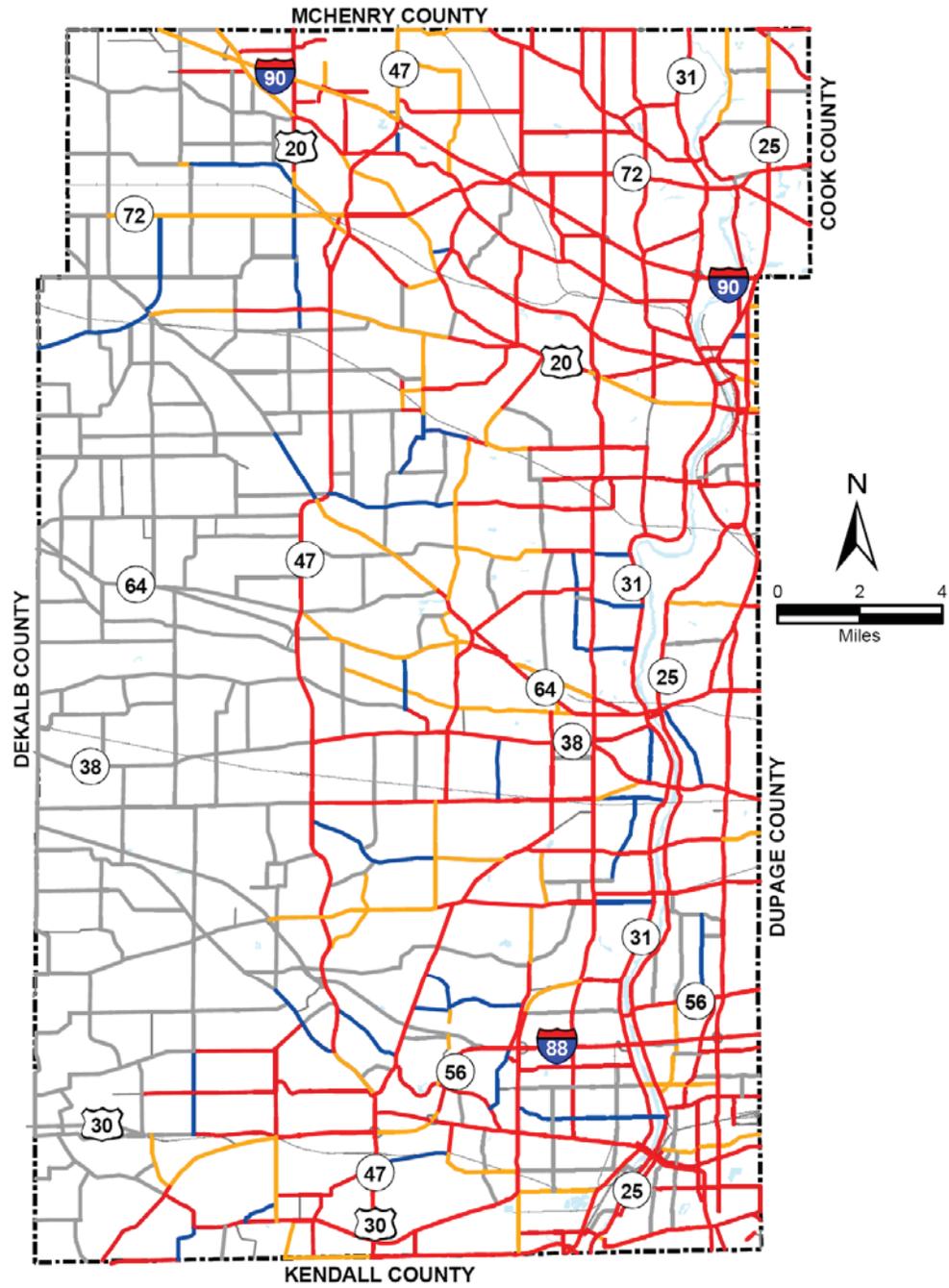




Figure 2: Traffic Congestion- Projected 2030



- No Congestion
- Moderate Congestion
- Severe Congestion
- Extreme Congestion

2030 Congested Roadway Segments
Based on Average Daily Traffic

Figure 7-9
Kane County 2030 Transportation Plan

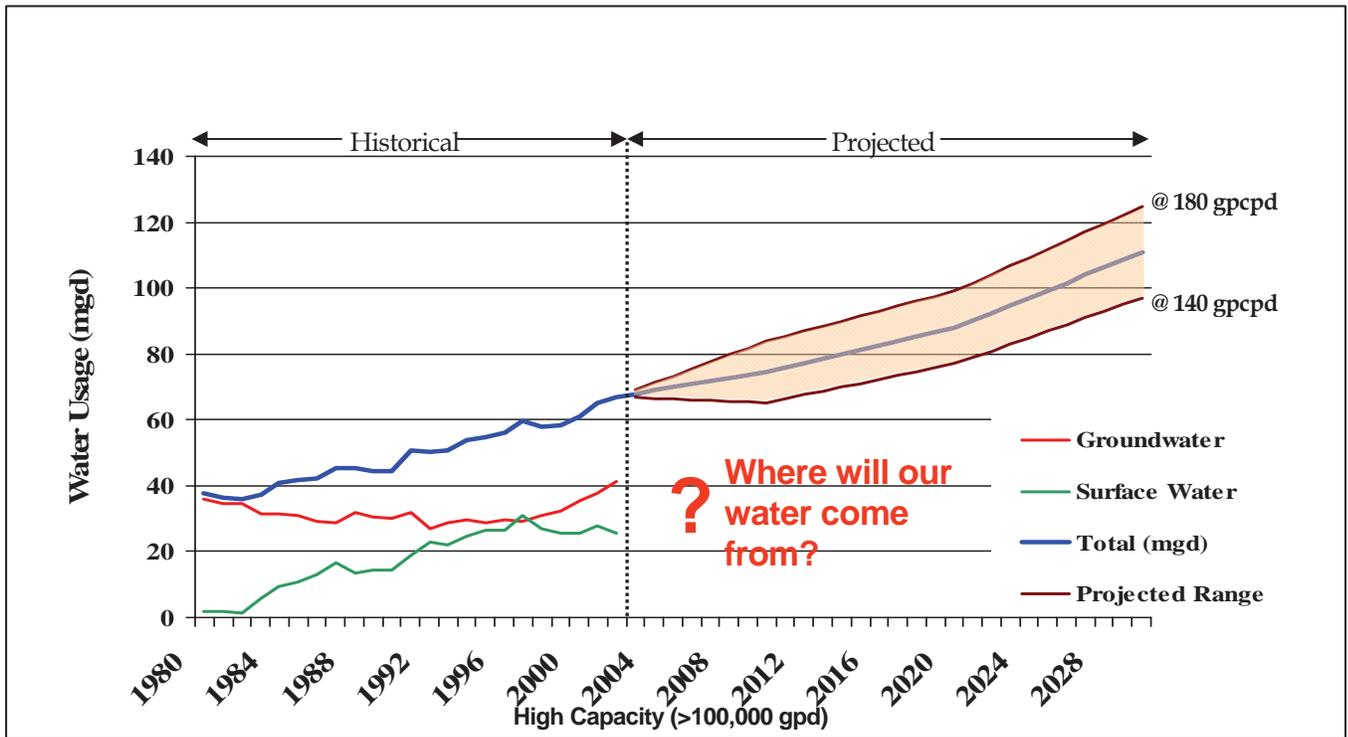


3. *Water Supply and Demand*

One of Kane County’s major natural assets is the Fox River, its tributaries and the tributaries of the Kishwaukee River, serve as the major surface water sources for the County. An equally important natural asset of Kane County, is the groundwater resources in shallow and deep aquifers that will provide water to current and future generations.

Associated with the quickly growing population, water supply usage has steadily increased. In fact, the projected demand by the mid 2020’s will exceed the “high capacity” designation of 100,000 gpd (gallons per day). This estimate requires Kane County to seek new and resourceful water supply options, simply to keep up with the needs of its population. As of 2005, Kane County was only 15,000 gpd short of “high capacity.” See Kane County’s Land Resource Management Plan, which includes plans for its water resources:

<http://www.co.kane.il.us/Development2030/index.asp>.





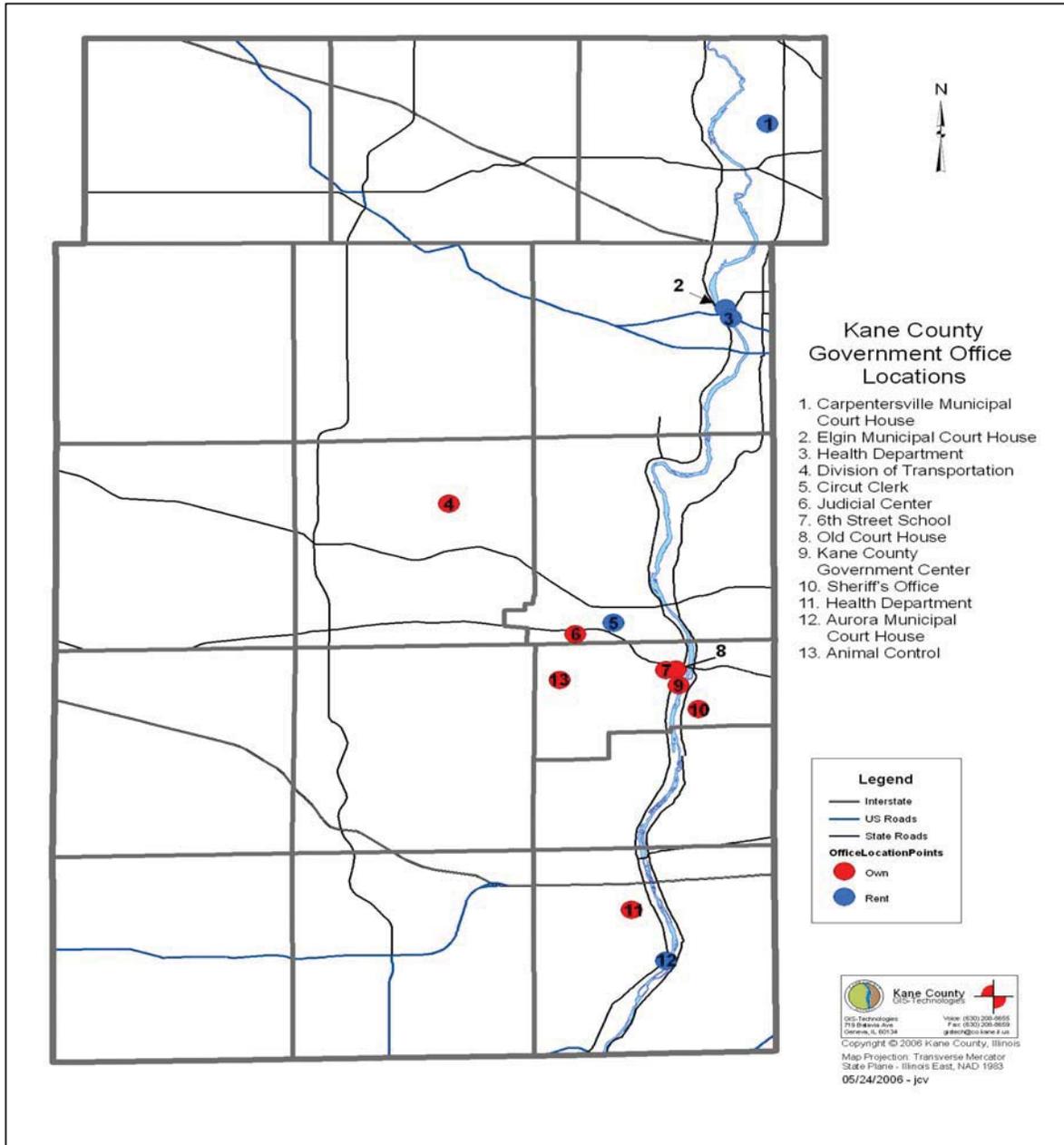
4. *County-Owned Facilities and Structure*

As the County's population increases, so will the demand for the services provided by Kane County. Currently Kane County's government facilities are a mix of rented and owned structures distributed over a wide geographic area on 8 parcels of land comprising hundreds of acres throughout the County.

Kane County citizens experience increasing confusion over service delivery due to the lack of centralized services and the large geographic areas over which government facilities are located. Users are unsure at which location various services are offered, where to obtain assistance, and which facilities offer which services. In some cases, several locations offer duplicate services, and the lack of interdepartmental communication and document exchange contributes to the confusion over County processes and services. These functional issues also produce IT support management difficulties, and additional security risks as facility security varies site to site. Additionally, the fragmented site locations hinder County personnel's sense of teamwork and cohesion, and may contribute to the lack of collaboration and solidarity between departments and facilities.

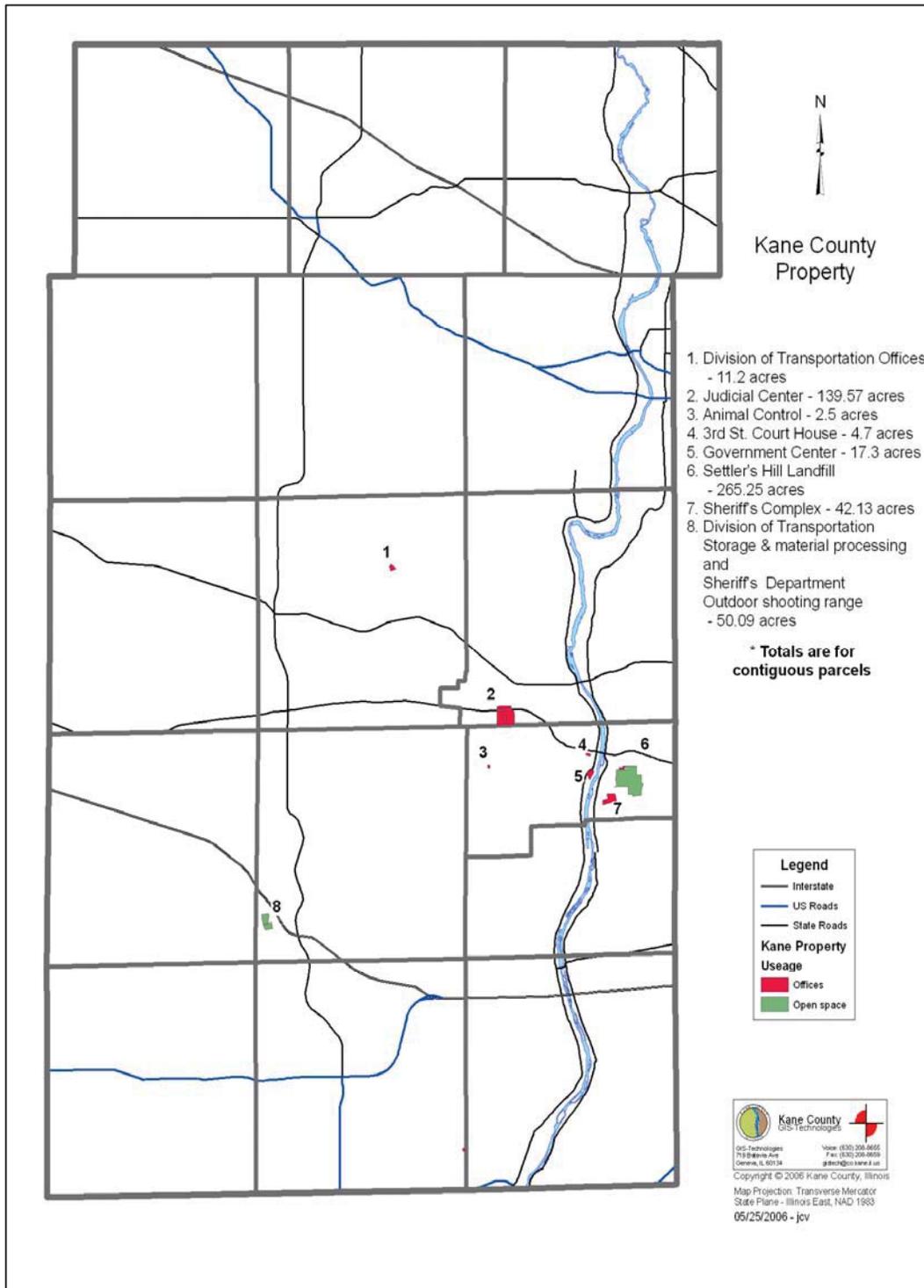


Kane County Government Office Locations





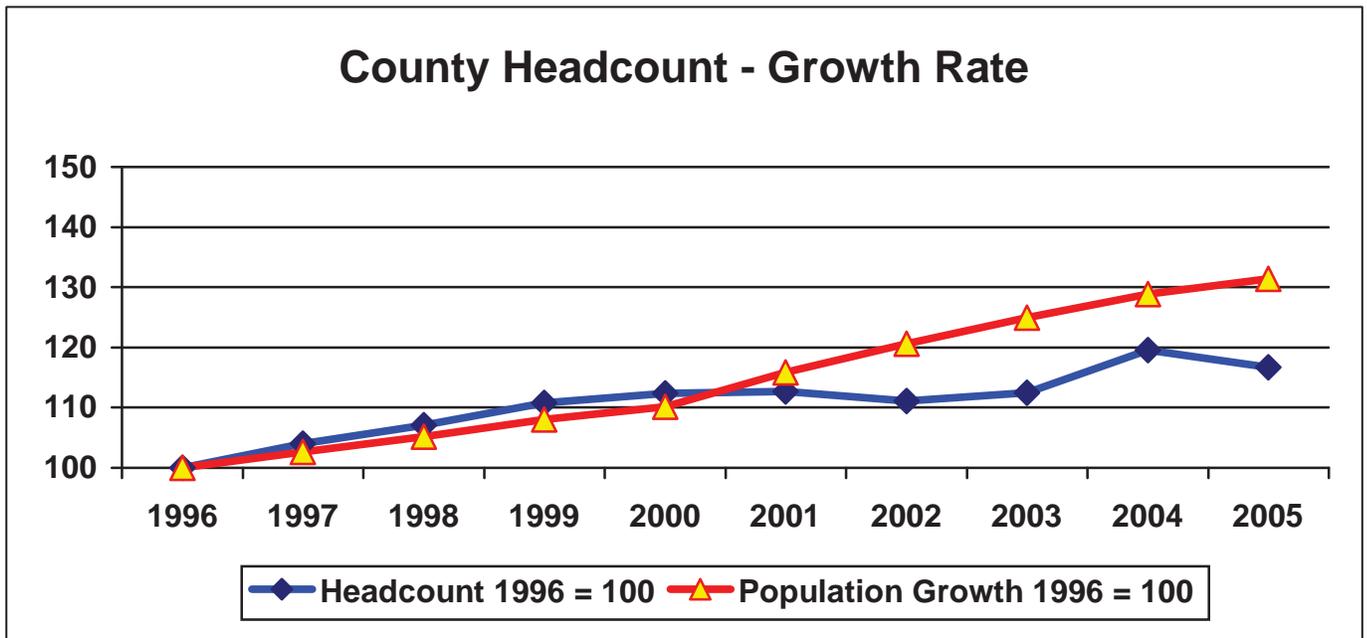
Kane County Property





5. *County Staffing*

As increased demand for County services impacts County facilities, it also affects those providing the services. Recent trends show that while the population has continued to grow, the number of County staff has actually decreased. The County believes that advancements in technology and automation of tasks have allowed more efficient use of staff. For example, online services such as i-Juror login for jurors, an online property tax search, downloadable forms, and a large quantity of helpful online information have provided the ability to maintain staff numbers despite increasing service demand. Skillful technology use and implementation has actually decreased the need for employees. For example, between 2004 and 2005, Kane County's population grew by 10,000 people in just one year. During the same one-year period, the County staff head count declined by 40 employees.

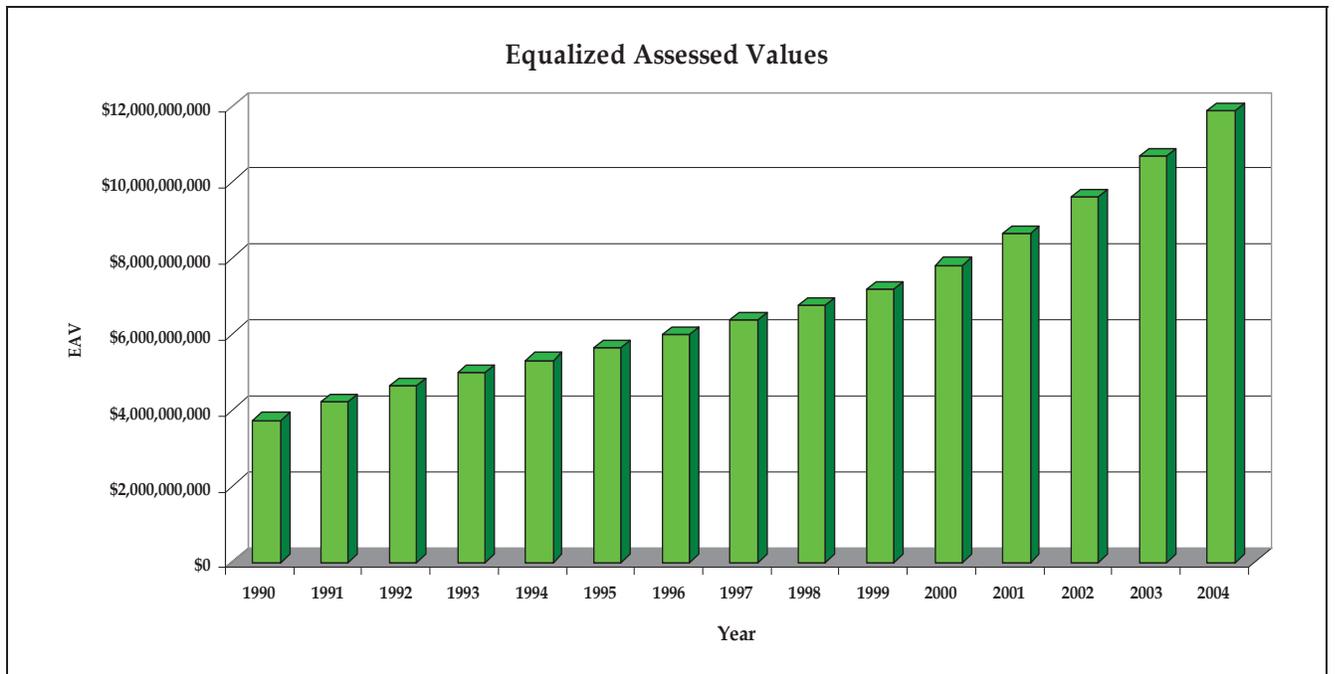




6. Property Values

High demand for the quality of life existing in Kane County has resulted in substantial property value growth between 1990 and 2004. As shown below, equalized assessed land values (EAV) have increased from \$3,728,000,000 in 1990 to \$11,875,000,000 in 2004.

It is also significant that the EAV increases have become sharper in recent years compared to the steady growth of the 1990's. The chart below demonstrates how the rate of increases continues to become larger, which suggests that land values are not only increasing, but they are increasing at faster rates. As EAV increases, so does the value to the owner – which indicates a higher sale price, and therefore higher prices facing buyers. Consequently, the growing Kane County population must accept increasingly higher prices to purchase property. This trend also places additional demand for affordable, attainable and senior housing alternatives within the County.

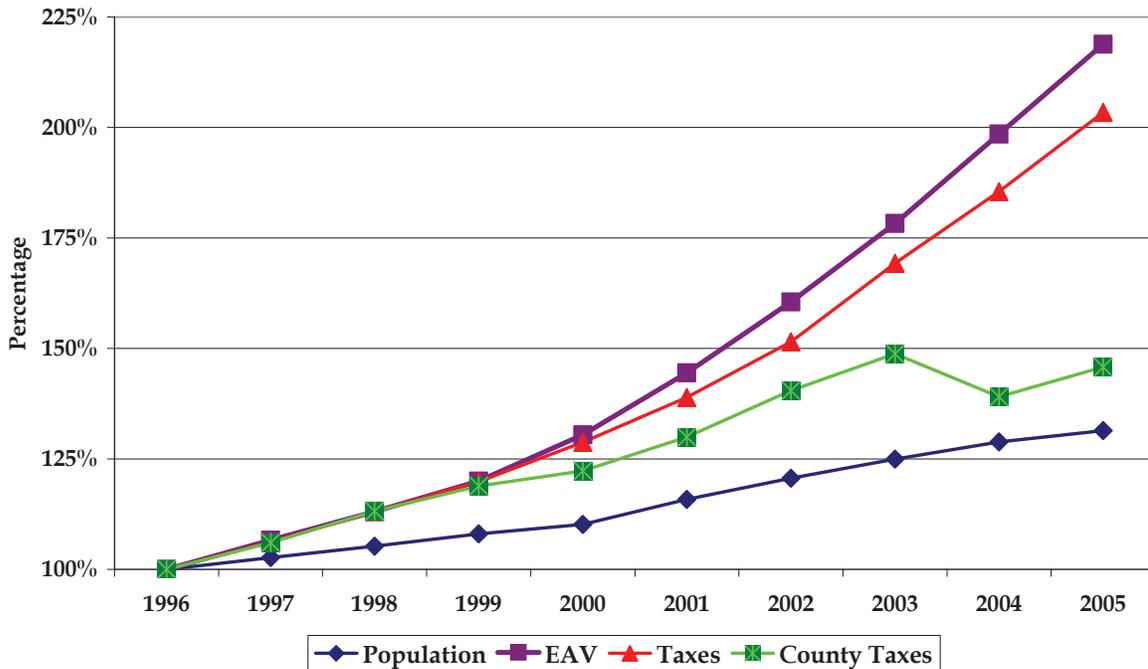




7. Tax and EAV Rates

The graph below shows that a comparison of population growth, EAV, and tax growth, indicates that Kane County's tax share has remained nearly flat since 2002 while the EAV growth in the County has increased. The growth in demand for County services relies on important tax revenue to fund services, maintain infrastructure, make necessary improvements, and prepare for population growth. Furthermore, the growth and development of land and property is not only an *increasing* demand, it is also creating *new* demand for services. This requires innovative planning in areas such as water resources, transportation, and emergency management.

Tax, EAV and Population Growth Rates
(1996 = 100%)

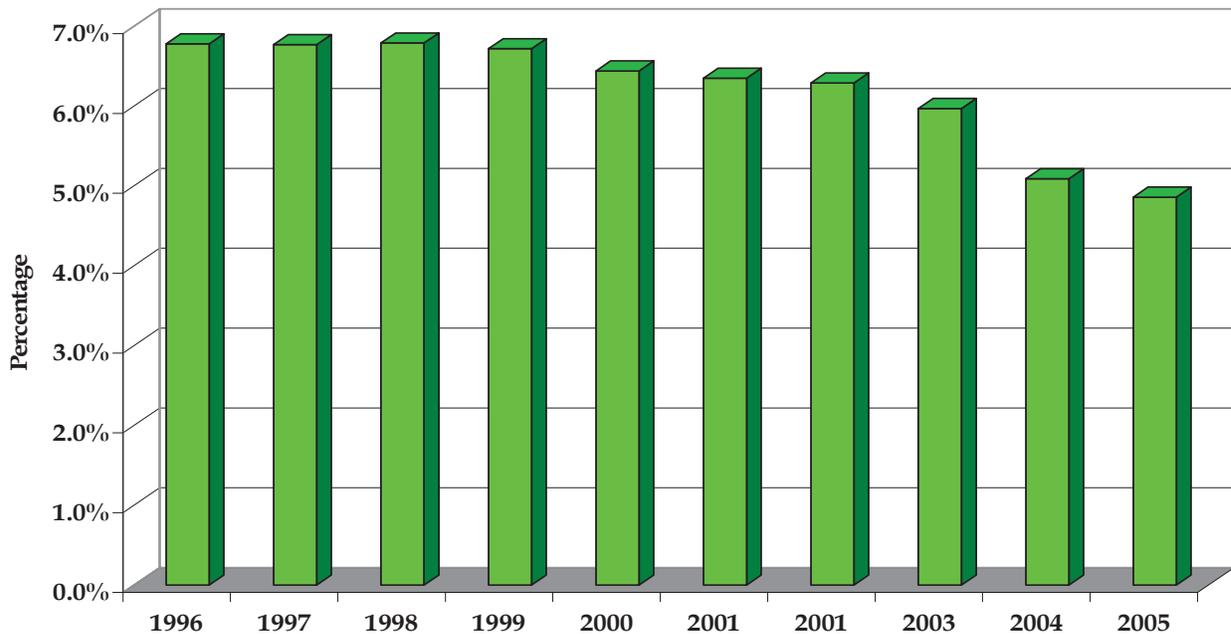




8. *County Revenue Sources*

Additionally, Kane County receives an extremely small portion of the total property tax revenue collected by the County, which nevertheless serves as its leading revenue source on which the County depends most. The percentage of total property taxes collected within Kane County that is utilized for Kane County's operations has declined from just under 7% of the total property taxes collected in 1996 to under 5% in 2005. School districts, municipalities, and other special taxing districts that rely heavily on property taxes have shown less restraint in keeping property tax receipt growth on par with EAV growth, which has seen the County's share of property tax receipts sharply decline. Serving as the largest source of County revenue, the County must depend on stable and predictable property tax income in order to provide valuable citizen services and functions.

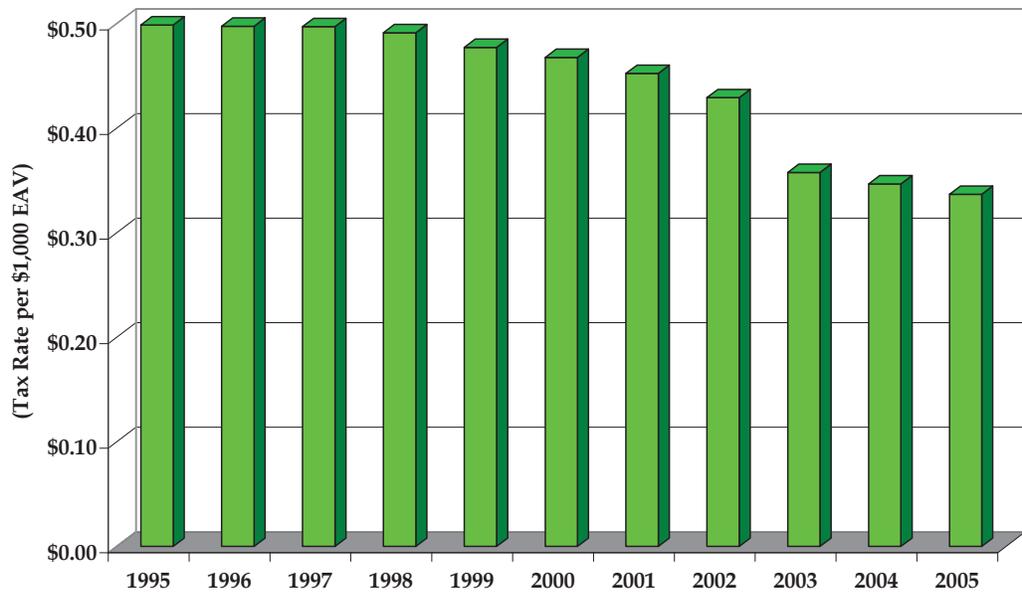
**Percentage of Property Taxes Kane County Receives of
Total Property Taxes Collected in Kane County**





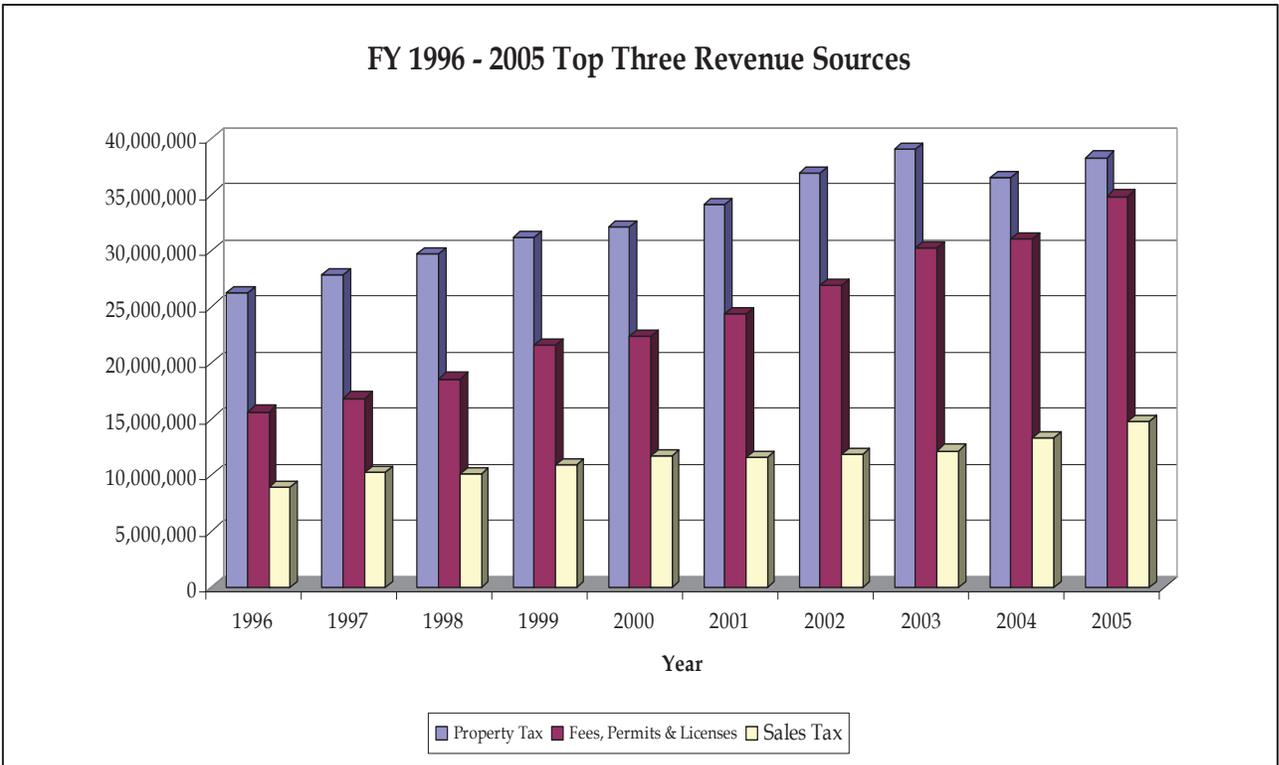
Similarly, the chart below shows that 2005 was the fifth straight year of decreasing property tax rates. For example, a homeowner living in a \$275,000 residence would have seen the Kane County portion of his or her tax bill decrease from \$300.47 for the 2004 tax year to \$291.81 for the 2005 tax year; a decrease of 2.88%. Property taxes are vital to the operation of Kane County's government, as it is the leading source of revenue for the County. 25% of Kane County's budgeted funds come from property taxes. As Kane County has acted as a good steward of the public funds of the County and reduced tax rates each year since 1996, growth in the County's share of property tax receipts have not kept pace with the rapid growth in EAV within the County.

Kane County Tax Rate Per \$1,000 EAV





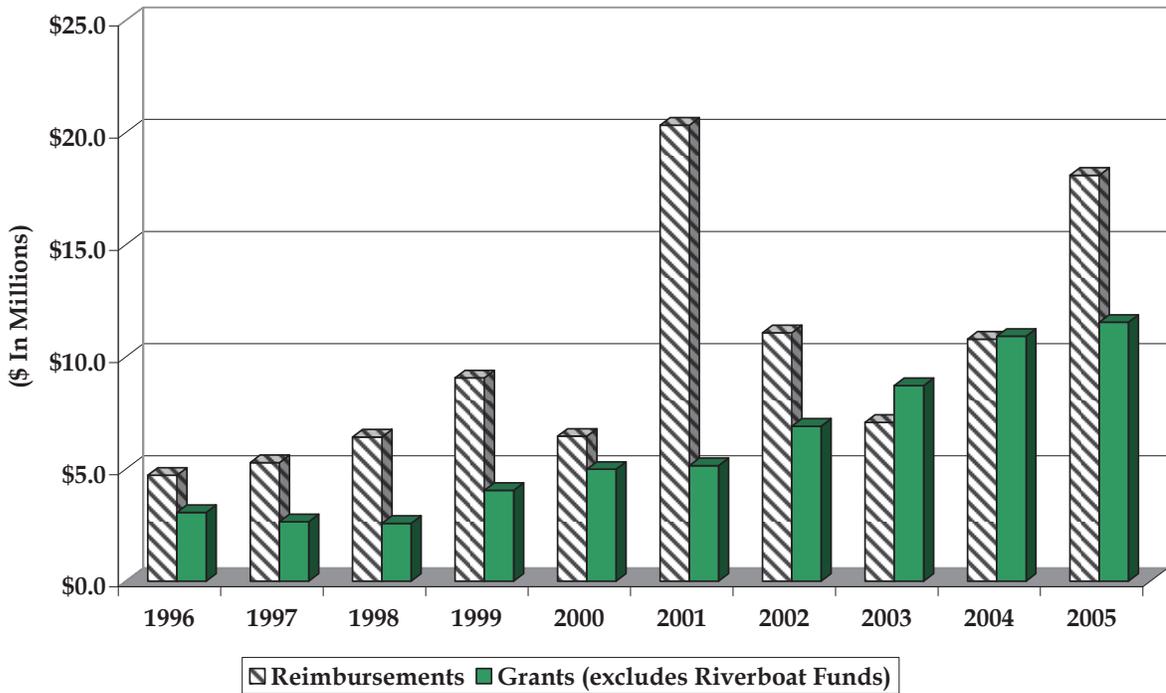
Kane County's top revenue sources include property tax, sales tax, and fees/licenses/permits. After steady increases from 1996 to 2003, property tax revenues decreased in 2004, while improving only slightly in 2005. Steady increases in revenues from fees, permits and licenses through 2005 have been offset somewhat by flat to minor increases in sales tax revenue. Sales tax revenue is a significant and dependable revenue source because as the population increases, so should predictable spending on goods and services that will produce sales tax revenue.





Government reimbursement revenue has increased consistently since 2003. An up-and-down pattern was interrupted in 2001, when reimbursements peaked at \$20,000,000 after the County received only around \$5,000,000 the year before. Spikes such as these may be indicative of the present political climate and events occurring in the federal government. Despite such peaks, there is an overall trend of growing government reimbursements. Grant-supported funding, on the other hand, (excluding Riverboat Funds) for Kane County initiatives has increased at a steady, but modest pace since 1997.

Major External Funding Sources for Kane County (Reimbursements & Grants)





B. County Financial Analysis

The Financial Analysis section of this Strategic Plan will begin to develop the foundation for the future Financial Management Tools the County should enact to report the financial activity of the County, analyze the financial activity and respond to opportunities and challenges identified during the analysis.

The Financial Analysis is meant to provide a summary view of the County's finances and is not meant to be a comprehensive analysis. The analysis includes some specific examples which are included for illustrative purposes and not necessarily to demonstrate a trend applicable to all of Kane County government.

Why include a Financial Analysis of Kane County in the Strategic Plan?

As noted in the issues identified in the strategic plan, the Kane County Board and Elected Officials need sufficient tools to allow them to effectively manage County Operations. One tool necessary to County Government is the ability to timely and accurately report the County's overall current Financial Condition in a manner that is easily understandable to the County Board and Elected Officials. Other key tools include the ability to project future variations and trends in the County's Financial Condition and the ability to take action to respond to these variations and trends.

The Financial Analysis is divided into two sections:

- Overview of Current Kane County Financial Condition
- Financial Analysis Recommendations

1. Overview Of Current Kane County Financial Condition

This section provides a brief summary of the current financial condition of Kane County, including the following areas:

- County Revenues
- County Property Taxes
- County Costs
- County Cash Balance
- County Debt Profile

NOTE: The Financial Analysis of Kane County does not include the activity of the Kane County Forest Preserve District.



General Tax Revenues vs. Specific User Charges

Generally, there are two competing theories of how governments should fund the services they provide. One group believes that all governmental services are provided for the common good of society, and thus all services should be funded by everyone within the jurisdiction, through property taxes, sales taxes, motor fuel taxes and income taxes. The second group believes that government services are provided for the direct benefit of those who utilize these services, and thus each individual service should be funded by user charges (fees, licenses, permits) that apply on a per unit basis to each individual or entity that utilizes the service.

In reality, the majority of governments fall somewhere in the continuum between the extreme points of view discussed above. Generally, school districts tend to receive the majority of their revenues from general tax based sources while special districts, especially government utilities and some park districts, tend to rely very heavily on user charges for their revenues.

Summary of Kane County Revenues:

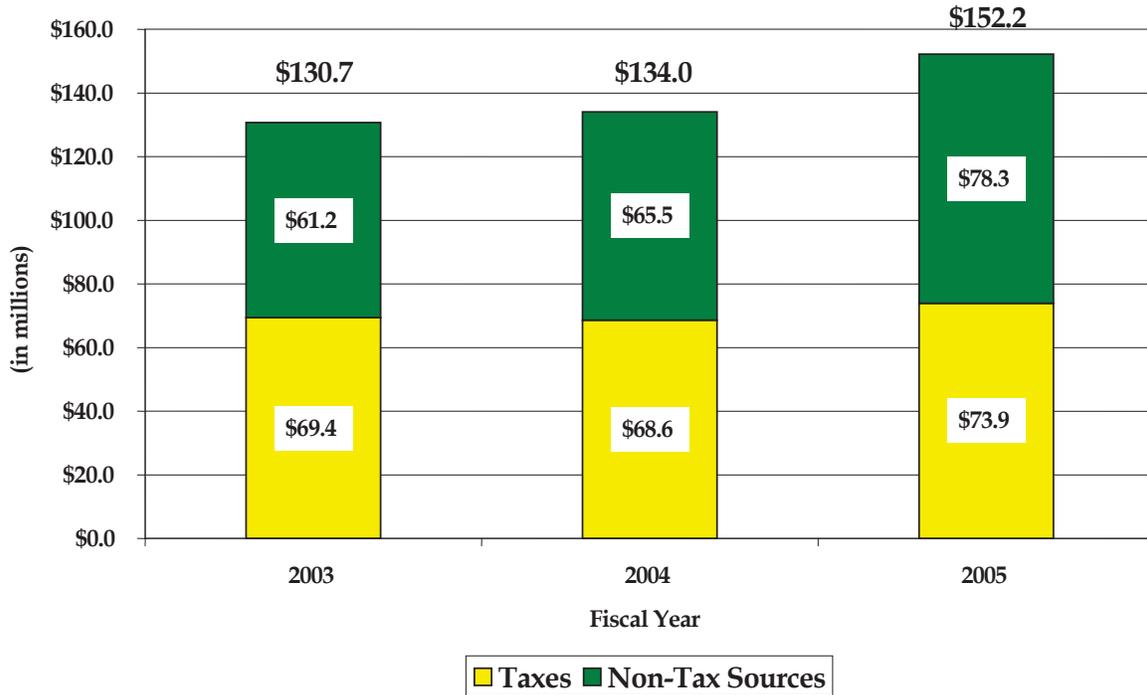
As demonstrated in the chart below, Kane County's total revenues are roughly evenly divided between general tax revenue sources and specific non-tax revenue sources. Non-tax revenue sources have grown from 46.9% of Total County Revenues in FY 2003 to over one half (51.5%) of all Total County Revenues in FY 2005. Approximately \$5 million of this increase in non-tax sources is related to the new Transportation Impact Fees the County enacted in FY 2004 to recover costs for additional transportation demand created by new development in the County. Historically, these additional transportation costs would have been funded by the County's general tax sources.

NOTE: For comparative purposes, the FY 2004 County Revenues exclude \$26.9 million in Proceeds on Bond Issuance and Related \$4.2 million Bond Premium for the FY 2004 Refunding Bond Issue. These items are one-time, non-recurring accounting entries caused by the refunding of the higher interest rate 2001 Bonds with the new lower interest rate 2004 refunding bonds and should not be treated as revenues for financial purposes.

NOTE: Revenues for FY 2003 – FY 2005 exclude Transfers In From Other Funds. Transfers In From Other Funds are interfund transactions that should not be treated as revenues for financial purposes since this activity has already been accounted for as revenue once. Including the transfer causes double counting.



Total Kane County Revenues FY 2003 - FY 2005



Total Kane County Revenues:

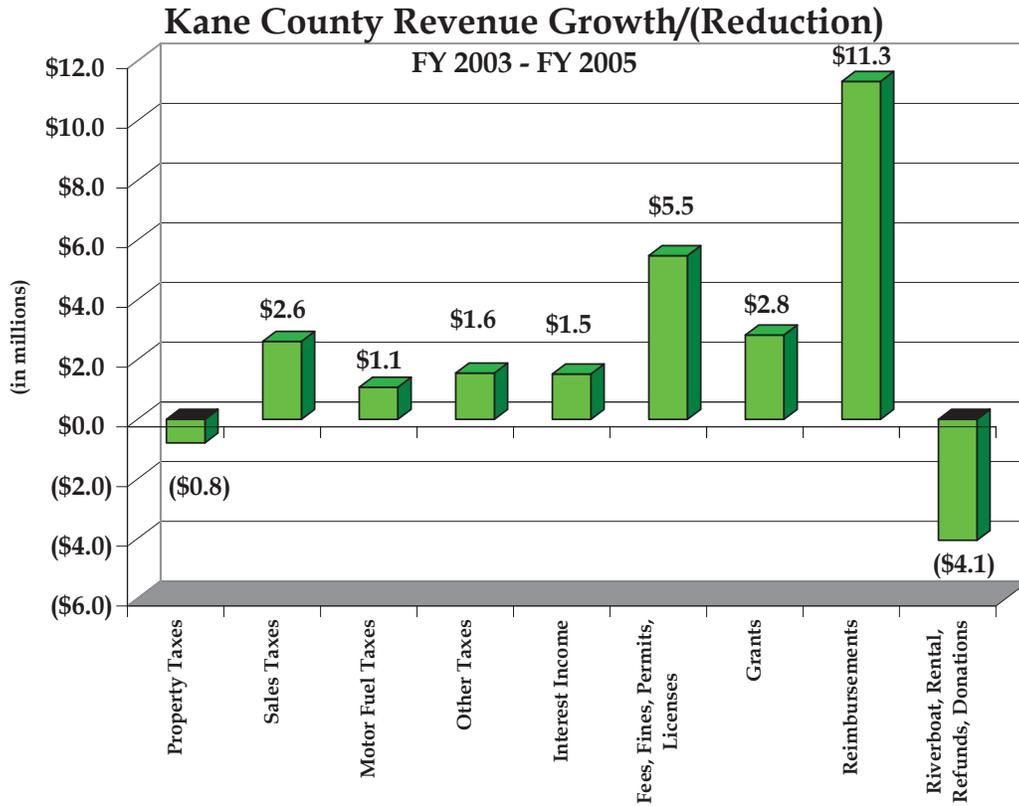
Total Kane County revenues have increased by \$21.5 million over the past two years, from \$130.7 million in FY 2003 to \$152.2 million in Fiscal Year (“FY”) 2005.

County tax revenues accounted for \$4.5 million or approximately 21% of the total growth. The increase in County tax revenues was from non-property tax sources including Income Taxes, Personal Property Replacement Taxes and Motor Fuel Taxes.

The remaining \$17.0 million of the County’s revenue growth was from non-tax sources. Non-tax revenue sources grew by \$4.3 million in FY 2004 and by \$12.7 million in FY 2005.



The growth in tax revenues and non-tax revenues from FY 2003 to FY 2005 is analyzed in more detail in the graph below as well as in the following section **Kane County Revenues by Major Source**.



Kane County Revenues by Major Source:

Property Taxes:

County Property Taxes decreased by \$2.4 million in FY 2004 after the County reduced its Tax Rate by a little over \$0.07 per \$1,000 of Equalized Assessed Value (“EAV”). In FY 2005, the County’s Property Taxes increased by \$1.6 million from the FY 2004 level due to strong County EAV growth, even though the County decreased its Tax Rate an additional \$0.01 per \$1,000 of EAV.

The decline in Property Taxes of \$0.8 million from FY 2003 to FY 2005 resulted from the payoff of the Public Building Commission Bonds and related Kane County capital lease. Even with this decline, in FY 2005, Property Taxes were still the single largest source of County Revenues at \$38.3 million or 25.2% of Total County Revenues. A more in depth discussion of the County’s Property Taxes is included in the **Summary of Property Taxes** section of this analysis.



Sales Taxes:

County Sales Taxes have grown from \$12.2 million in FY 2003 to \$13.4 million in FY 2004 and \$14.8 million in FY 2005, for an increase of \$2.6 million over the two year period. As the population has increased, Kane County has also experienced an increase in major retail developments. As a consumption-based tax, Sales Taxes should continue to grow as the County's population expands. However, a significant economic slowdown, that would adversely impact sales of vehicles and large consumer products, could potentially offset gains in sales taxes from population growth.

Motor Fuel Taxes:

Motor Fuel Taxes consisted of the County's share of State Motor Fuel Tax ("MFT") receipts collected statewide allocated to the County based upon number of registered vehicles and the County's \$0.02 per gallon County Local Option Tax on motor fuel sold within the County. Combined Motor Fuel Tax receipts have increased from \$11.0 million in FY 2003, to \$11.2 million in 2004 and \$12.0 million in 2005, an increase of \$1.0 million for the two year period. As a gallonage tax as opposed to a percentage of the price of fuel, these receipts are tied directly to consumption of motor fuel within the County and the State. Similar to sales taxes, this consumption driven tax should continue to see increases as the County's population increases. While the price of motor fuel does not directly impact County tax receipts, if continued high gas prices impact driving habits or lead to a push to more fuel efficient vehicles this could offset some of the increased motor fuel consumption from the increasing population in the County.

Other Taxes:

Other Taxes consist of the following revenues sources:

- County share of State Income Taxes;
- Personal Property Replacement Tax (an additional Corporate Income Tax allocated to local governments);
- County share of State Inheritance Taxes; and
- Interest and penalties collected on past due taxes.

Other Taxes have grown from \$7.1 million in FY 2003 to \$7.3 million in FY 2004 and \$8.7 million in FY 2005, an increase of \$1.6 million. The majority of this increase related to growth in Income Taxes, Personal Property Replacement Tax and collections related to past due taxes. Both Income Tax Receipts and Personal Property Replacement Taxes are dependent on the condition of the State and National economies.

Interest Income:

While the County's interest income remained relatively flat from FY 2003 to FY 2004 at approximately \$2.9 million, interest income increased by \$1.5 million in FY 2005 based upon gains from interest rate increases and returns on County investments due to general gains in the investment markets in FY 2005.



Fees, Fines, Permits & Licenses

Fees, Fines, Permits & Licenses had the second largest increase in revenues of any sources over the two year period from FY 2003 to FY 2005. This source increased from \$32.0 million in FY 2003 to \$33.5 million in FY 2004 to \$37.5 million in FY 2005. In FY 2005, this source remained the County's second largest source of revenues at 24.7% of Total County Revenues.

Significant Increases and Reductions in Fees, Fines, Permits & Licenses for FY 2004 are highlighted below:

- In FY 2004, Fines increased by \$635,000, the majority of which related to the increase in Bond Forfeiture Fund.
- The newly created Transportation Impact Fees generated \$2.1 million in additional revenues in FY 2004
- In FY 2004, recording fees declined \$1 million after higher interest rates slowed the FY 2003 refinancing boom.
- The remainder of the FY 2004 increase in this source related to court fees, revenue tax stamps and various permits.
- Solid waste fees declined by \$2.2 million in FY 2004.

Significant Increases in Fees, Fines, Permits & Licenses for FY 2005 are highlighted below:

- The Transportation Impact Fees generated \$2.8 million in additional revenues in FY 2005, above the FY 2004 levels
- The remainder of the FY 2005 increase in this source related to court fees, wetland fees and revenue tax stamps.

Grants

County Grant receipts increased from \$8.7 million in FY 2003 to \$10.9 million in FY 2004 and \$11.5 million FY 2005, growing from 6.7% of total County revenues in FY 2003 to 7.6% of County revenues in FY 2005. Grants with significant increases over the two year period included:

- Federal Community Development Block Grant ("CDBG")
- Federal Health & Human Services grants
- Federal US Department of Agriculture grants
- Various state grants

County Grant receipts from the Federal and State Government are subject to annual appropriation and tend to shift from year to year in the amount of the grants and the allowable uses of the grants. In the area of grants funding, the County is highly dependent upon Federal and State government.



Reimbursements

Reimbursements for County Services had the largest increase in revenues for the two year period. Reimbursements increased from \$7.1 million in FY 2003 to \$10.8 million in FY 2004 and to \$18.4 million in FY 2005. Federal and State Reimbursements for Transportation projects accounted for the entire increase, as these reimbursements increased by \$4.7 million in FY 2004 and \$8.7 million in FY 2005. The increases were partially offset by a \$0.5 million decrease in Public Building Commission reimbursements in FY 2004 and a \$1.0 million reduction in Probation salary reimbursements in FY 2005. Reimbursements increased from 5.4% of the Total County Revenues in FY 2003 to 12.1% of Total County Revenues in FY 2005.

Reimbursements, even more so than County Grant receipts, are highly dependent upon both Federal and State funding for Transportation projects in the County. The amount of reimbursements the County receives from this source will vary widely from year to year based upon the level of total Federal and State Transportation spending and how those funds are allocated based upon the political will of both the Federal and State governments.

Riverboat, Rental, Refunds & Donations:

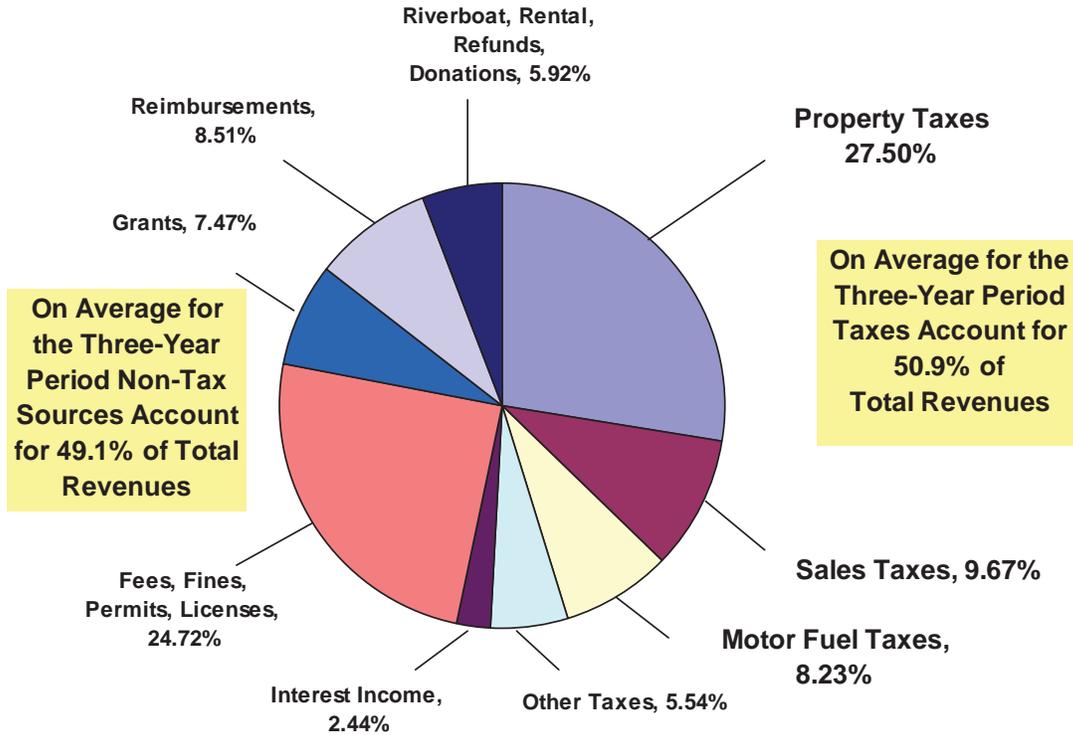
The Riverboat, Rental, Refunds & Donations revenue source had the largest decrease in revenues over the two year period of any revenue source. This source decreased from \$10.5 million in FY 2003 to \$7.4 million in FY 2004 and to \$6.4 million in FY 2005, for a combined decrease of over \$4.1 million. The entire decrease in this source was due to a decrease in Riverboat Proceeds. As the State Gaming Tax increased, the proceeds to the County decreased.

Solid Waste (Landfill) Revenues:

A primary area of concern in the County's revenues is how to address the closure of the County Landfill. In FY 2005, Kane County received over \$4.85 million in environmental revenues related to the County Landfill; including \$3.8 million in fees, \$0.6 million in interest income and \$0.3 million in service reimbursements. Beginning in FY 2007, when the Landfill becomes inactive, these revenues are reduced to zero. The County must address this significant loss in revenue through a mix of generating additional County revenues and reductions in existing County costs.



Kane County Total Revenues by Major Source: Average for FY 2003 - FY 2005



Summary of Kane County Property Taxes:

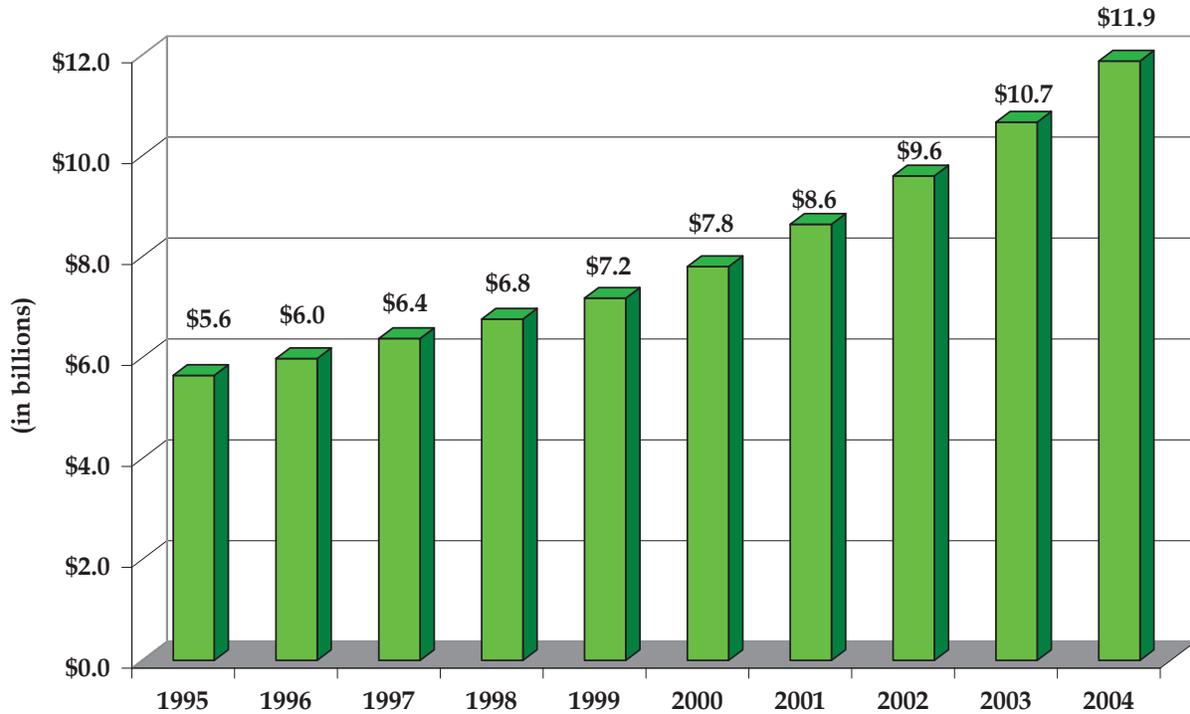
In general, there are three key determining factors in calculating the County's Property Tax Receipts:

- The Equalized Assessed Value ("EAV") of Property within the County;
- The County's Tax Rate per \$1,000 of EAV; and
- The Collectibility of the County's Property Taxes - the County's property tax collection has been over 99.3% every year since tax year 1995.



Equalized Assessed Value:

Kane County Equalized Assessed Value



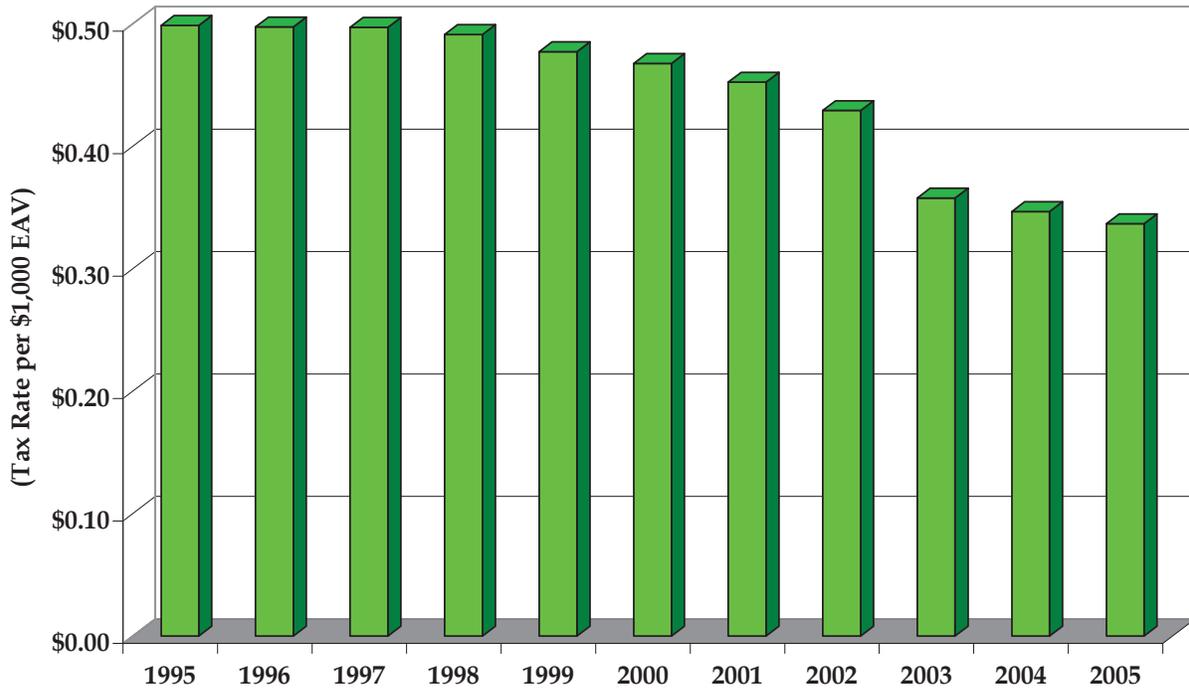
The equalized assessed value of property is determined by the applicable Township Assessor. It is generally thought to be the equivalent to one third of the actual value of the property.

The County's Equalized Assessed Value ("EAV") has increased by 112.5% over the past ten years, from \$5.6 billion in tax year 1995 to \$11.9 billion in tax year 2004. There were two main sources of this growth in EAV, appreciation of existing real property from reassessments due to increases in the value of this property and the addition of new real property as new homes and businesses are constructed within the County.



County Tax Rate per \$1,000 of Equalized Assessed Value:

Kane County Tax Rate Per \$1,000 EAV



The County Tax Rate Per \$1,000 of Equalized Assessed Value is generally what the property tax owner will pay in taxes for the County's share of their property tax bill for every \$1,000 in EAV for their property. In reality the Tax Rate generally will be calculated from a value slightly less than the property owner's EAV due to various adjustments and exemptions for homeowners, senior citizens, economic development, etc.

Another important note is that Property Taxes are levied (applicable Equalized Assessed Value and Tax Rate applied) in a given year to be collected in the following year. For example the taxes extended related to the tax year 2004 Equalized Assessed Value and County Tax Rate Per \$1,000 of EAV will be collected in FY 2005.

The County Tax Rate Per \$1,000 of EAV has decreased significantly from tax year 1995 from approximately \$0.50 per \$1,000 in EAV to just under \$0.43 per \$1,000 in EAV in tax year 2002. This trend has continued with an additional reduction of over \$0.07 per \$1,000 in EAV in tax year 2003. The County tax rate per \$1,000 of EAV declined an additional \$0.01 per \$1,000 in EAV in tax year 2004. Even though the County tax rate per \$1,000 in EAV declined in tax year 2004, FY 2005 property tax collections increased in FY 2005 over the FY 2004 level due to increases in EAV for tax year 2004, though receipts were still below the FY 2003 levels.



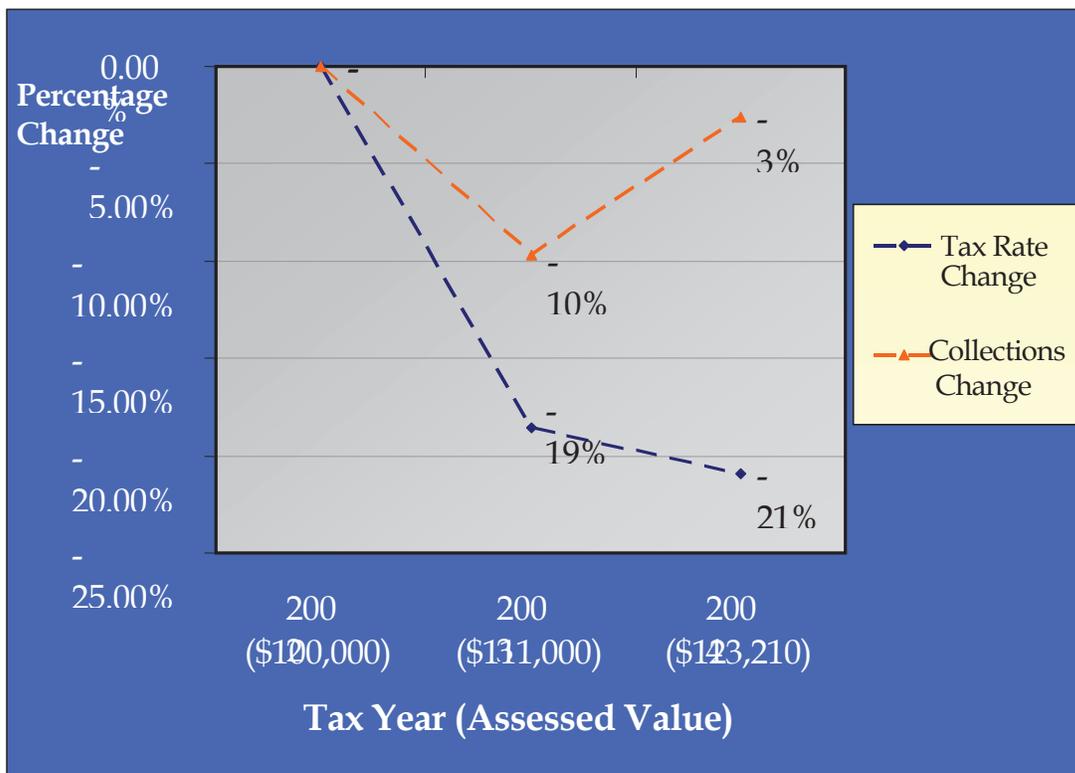
Property Tax Example:

This is a simplified example to show how one’s property taxes could increase even if the property tax decreases. From FY 2002 to FY 2004, the County’s EAV has increased by approximately 11% per year; while this includes both reassessments of current property and new property for our example we are going to utilize the entire 11% as our estimate of the annual growth in the EAV of the sample property.

A business with an equalized assessed property tax value of \$100,000 in tax year 2002, would have an assessed value of \$111,000 in tax year 2003 and \$123,210 in tax year 2004.

By applying a County Tax Rate of \$0.43 per \$1,000 of EAV in tax year 2002 and a tax year 2002 EAV of \$100,000 for the business, the County share of property taxes to be collected in FY 2003 would be \$430.

By applying a County Tax Rate of \$0.34 per \$1,000 in EAV in tax year 2004 and a tax year 2004 EAV of \$123,210 for the business, the County share of property taxes to be collected in FY 2005 would be \$419, a increase of \$30 from FY 2004, but still \$11 less than FY 2003.



Kane County homeowners have experienced an increase in their property values. As home and property values increase, the EAV goes up accordingly. Therefore, as displayed by the chart above, a 21% decrease in the tax rate over from 2002 to 2004, only results in a 3% decrease in tax collections assuming a 11% increase EAV.



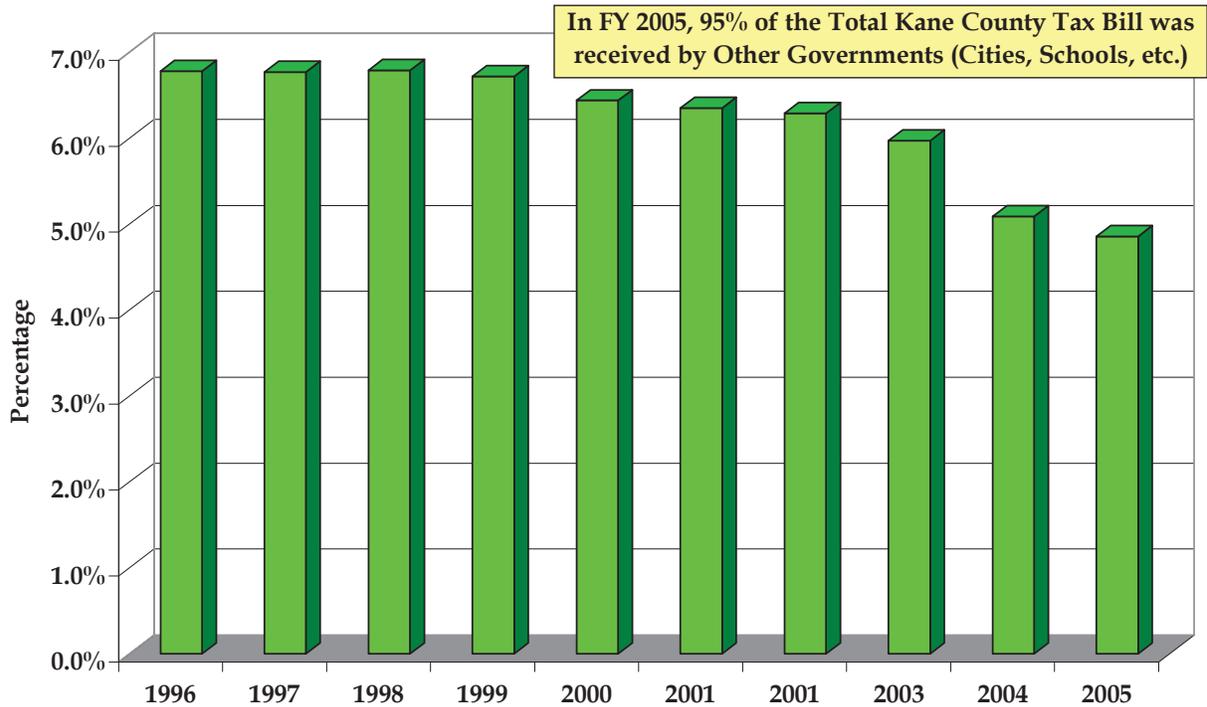
Kane County Property Tax Revenues



Kane County continues to account for only a small portion of the property tax bill of the average taxpayer within Kane County. This percentage has decreased from less than 7% or less than \$0.07 of every dollar of property taxes collected within the County for FY 1996 to less than 5% or less than a nickel of every dollar of property taxes collected within the County for FY 2005.



Percentage of Property Taxes Kane County Receives of Total Property Taxes Collected in Kane County



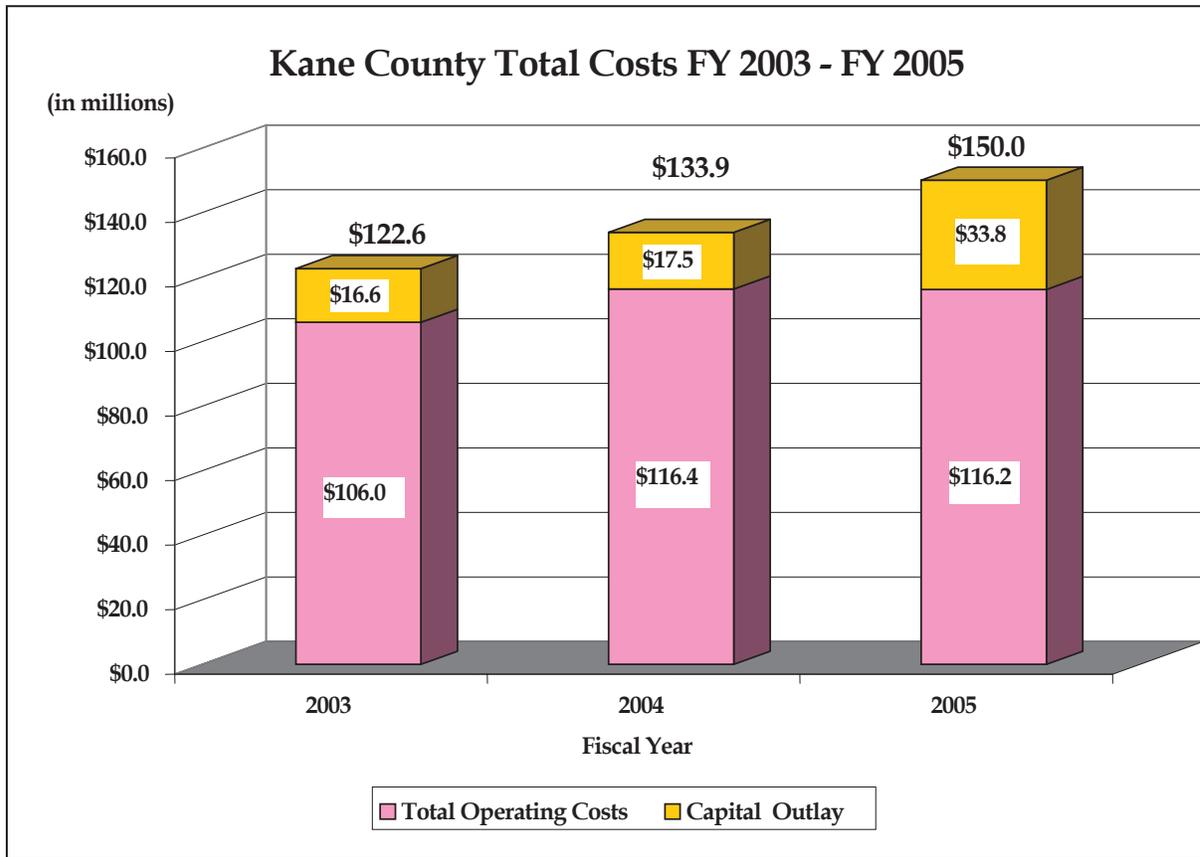
The County's percentage of total property taxes collected within the County has decreased since other taxing bodies within the County (municipalities, school districts, other special districts, etc.) on average have held steady or increased their annual property tax rates while the County has actually decreased their property tax rates.

Summary of Kane County Costs:

Initially, without understanding the cost drivers behind the increases in Total County Costs between FY 2003 and FY 2005, the increases of \$11.6 million in FY 2004 and \$16.1 million in FY 2005 (an average annual increase of 11.2%) may seem dramatic. The major causes for these increases are highlighted and explained throughout this section.

NOTE: For comparative purposes, the FY 2004 County Costs exclude the \$30.7 million Transfer to the Escrow Agent and \$0.3 million Debt Issuance Costs that related to the FY 2004 Refunding Bond Issue. These items are one-time, non-recurring accounting entries caused by the refunding of the higher interest rate 2001 Bonds with the new lower interest rate 2004 refunding bonds and should not be treated as costs for financial purposes.

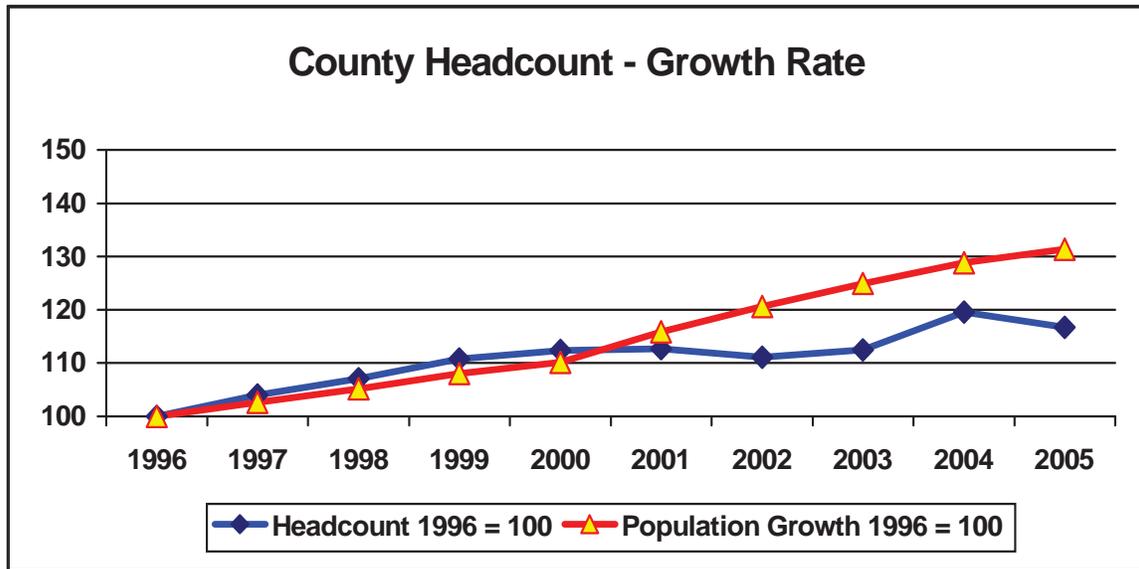
NOTE: Costs for FY 2003 - FY 2005 exclude Transfers Out To Other Funds. Transfers Out To Other Funds should not be treated as cost for financial purposes.



The increases of \$11.6 million in FY 2004 and \$16.1 million in FY 2005 (an average annual increase of 11.2%) may seem dramatic. However, further analysis shows that a significant portion of the increase is due to capital-related costs. Over 63% of the increase in Total County Costs relate to additional capital costs of the County. While Kane County capital costs increased by \$17.4 million from FY 2003 to FY 2004, all but \$0.1 million of this increase can be explained by capital cost increases in one category. Community and Infrastructure capital costs increased \$17.3 million over the same period with approximately \$16.9 million of this increase related to Transportation costs. This entire increase in capital costs was more than offset by related revenue increases of over \$13.3 million in Federal and State Service Reimbursement for Transportation Projects and approximately \$5.0 million generated by the new Transportation Impact Fee.

Of the remaining \$10.2 million in increased costs for County operating costs, the overwhelming majority of this increase related to increases in Salaries and Fringe Benefits.

As demonstrated in the graph below, while the Kane County population has significantly increased since 1996, the County has been holding the line on employee headcount despite this rapid population growth.



The above graph is presented to show the comparative growth rate in headcount and population with 1996 treated as 100% and each year following year shown in comparison to 1996.

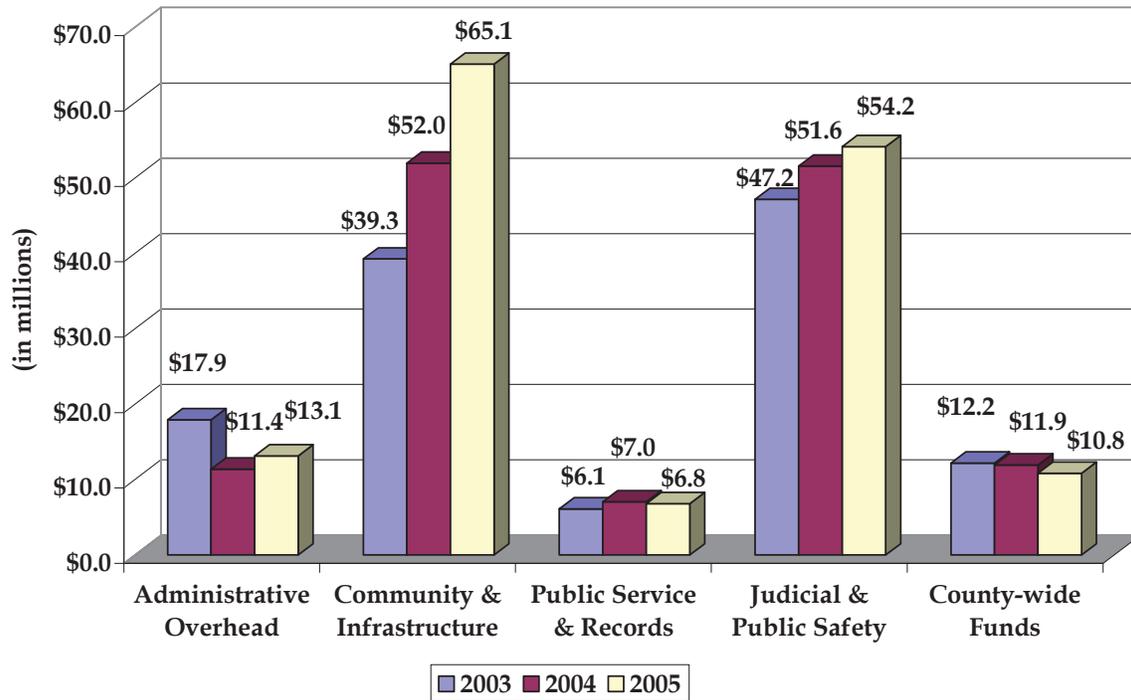
Of the \$4.4 million increase in Fringe Benefits, \$1.7 million related to increases in the County's health insurance costs. This increase of 13.6% is fairly consistent with recent trends of health care cost increases in both the governmental and private sectors. Over \$2.6 million of the remaining increase related to increases in the County's mandated pension contribution amounts. Unlike the State of Illinois and many pension funds in the private sector, the County has contributed 100% of its required annual pension cost to its pension funds.

During the period of construction of the new Kane County Jail, Judicial & Public Safety capital costs will significantly increase over their current levels.

Additional information on Kane County costs by function and type are provided on the following pages:



Kane County Total Costs by Major Function: FY 2003 - FY 2005 (Includes Operations & Capital)



The Administrative Overhead Support function includes the total costs of the following Departments, Offices and County Funds:

- County Board
- Finance & Central Services
- Human Resources
- Information Technology & GIS
- Buildings & Grounds
- Public Building Commission Lease
- Capital Projects

The Judicial and Public Safety function includes the costs of the following Departments and Offices:

- Circuit Clerk
- Coroner
- Judiciary
- Sheriff & Corrections
- State's Attorney
- Public Defender
- Court Services



The Community & Infrastructure function includes the costs of the following Departments, Offices and County Funds:

- Development
- Transportation
- Environmental Management
- Water Resources
- Health
- Animal Control
- Emergency Management
- Farmland Protection

The Public Service & Records function includes the costs of the following Departments and Offices:

- Auditor
- County Clerk
- Recorder
- Regional Office of Education
- Treasurer
- Supervisor of Assessments
- Veteran's Assistance Commission
- Aurora Elections Costs

The Countywide Funds function includes the costs of the following Funds and Activities:

- General IMRF
- General Social Security
- General Insurance Liability
- Riverboat
- Contingencies
- Working Cash

Including both capital and operating costs, the Community & Infrastructure area has increased by over \$25.8 million since FY 2003. As noted above \$17.3 million of this increase was related to growth in capital costs. The majority of the remaining \$8.5 million related to increases in salaries and fringe benefits of \$2.9 million and increases in contractual services of \$5.3 million. The major components of the \$5.3 million increase in contractual services are highlighted below:

- An increase of \$3.1 million for non-capital transportation costs primarily related to road maintenance contracts;
- An increase of \$1.3 million for one-time contractual expense from the enterprise surcharge fund for unforeseen environmental costs;
- An increase of \$0.6 million for contractual services of the health department; and
- An increase of \$0.3 million for the development department including additional contractual services costs related to the Community Development Block Grant ("CDBG") program and water resources.



The only other area with combined cost increases of over \$1.0 million for the two year period was the Judicial & Public Safety area, where costs increased by \$7.0 million from FY 2003 to FY 2005, including the following:

- \$4.9 million increase in salaries and fringe benefits;
- \$1.3 million increase in contractual services; and
- \$0.5 million increase in capital costs

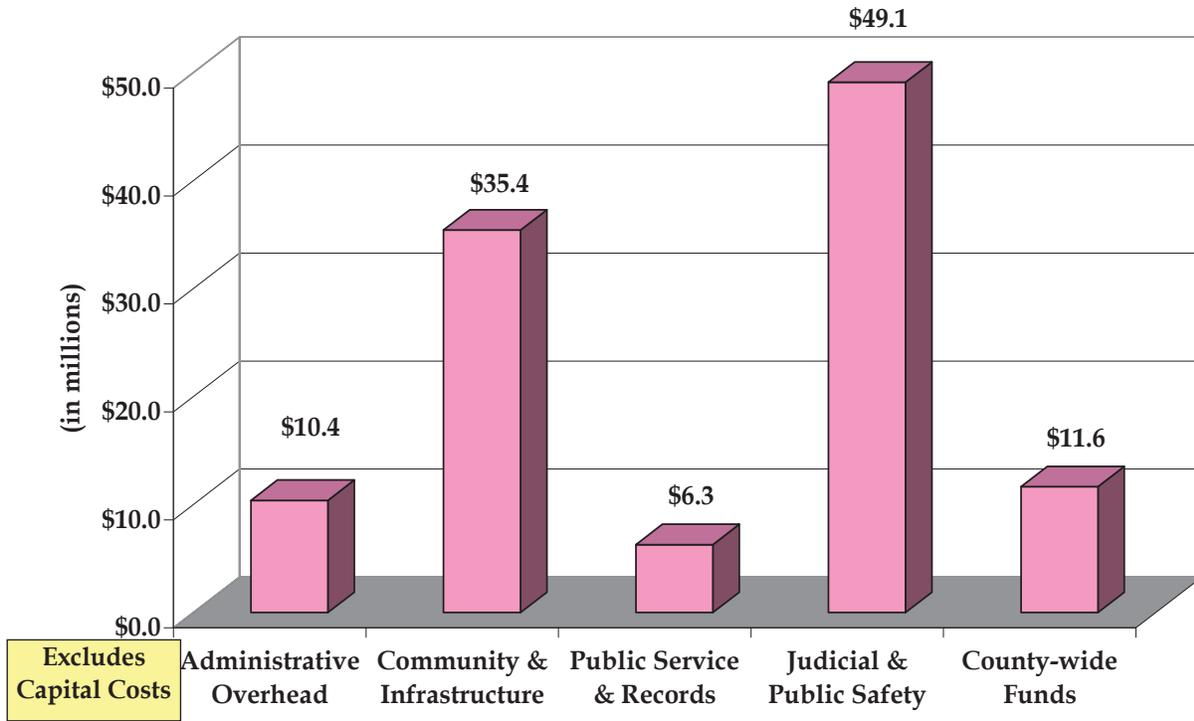
The Administrative Overhead area, whose costs decreased by \$4.8 million from FY 2003 to FY 2005, had the largest decrease in costs for the two year period. Kane County's payment to the Kane Public Building Commission ("PBC") decreased by \$5.3 million over this period. However, this decrease was partially offset by an increase in salaries and fringe benefits of \$0.5 million.

The decrease in the County's payment to the Kane Public Building Commission related to the final County Public Building Commission ("PBC") payment for capital leases. These capital leases related to facilities financed and constructed by the Kane County Public Building Commission (a related entity to the County) that were then leased to the County. This is a common practice many county governments utilize to finance new facilities. This decrease was partially offset by an increase in salaries and fringe benefits of \$0.5 million.

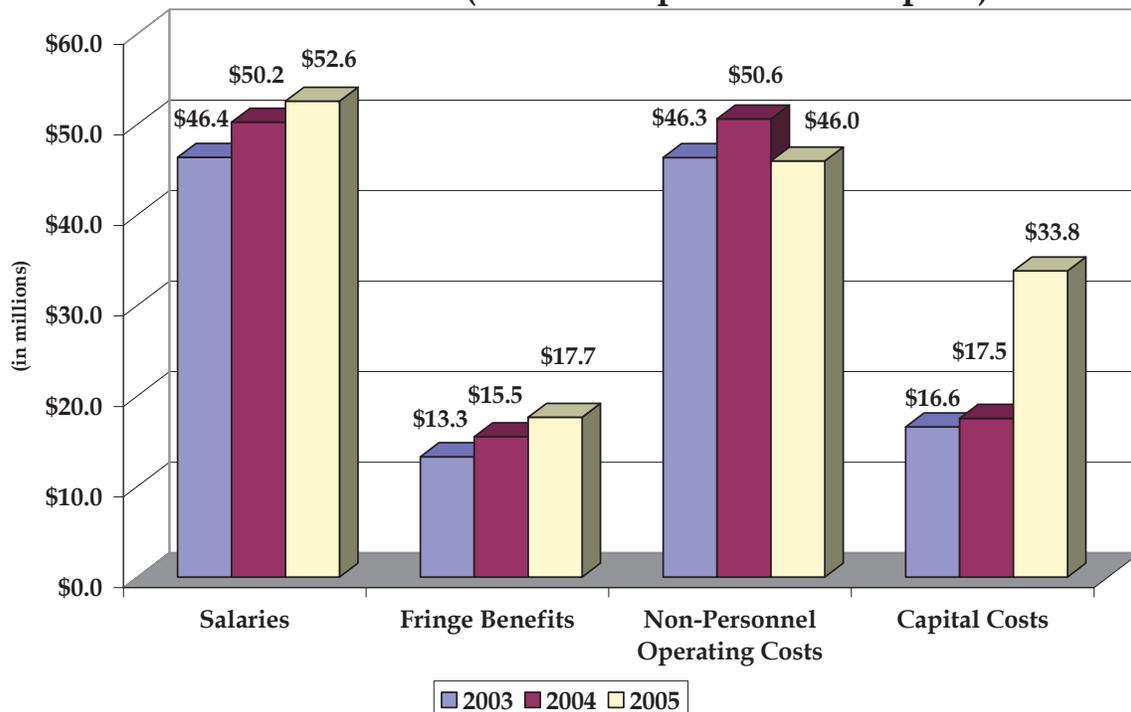
The costs for the Countywide Funds area also decreased by \$1.4 million over the two year period. County Riverboat Grants decreased by \$4.0 million due to reductions in the amount of Riverboat Proceeds received by the County. This decrease was partially offset by increases of \$0.6 million in the County's general liability insurance and \$1.9 million increase in the County's general retirement and social security costs.



**Kane County Total Operating Costs by Major Function:
Average of FY 2003 - FY 2005 (\$112.9 Million)**

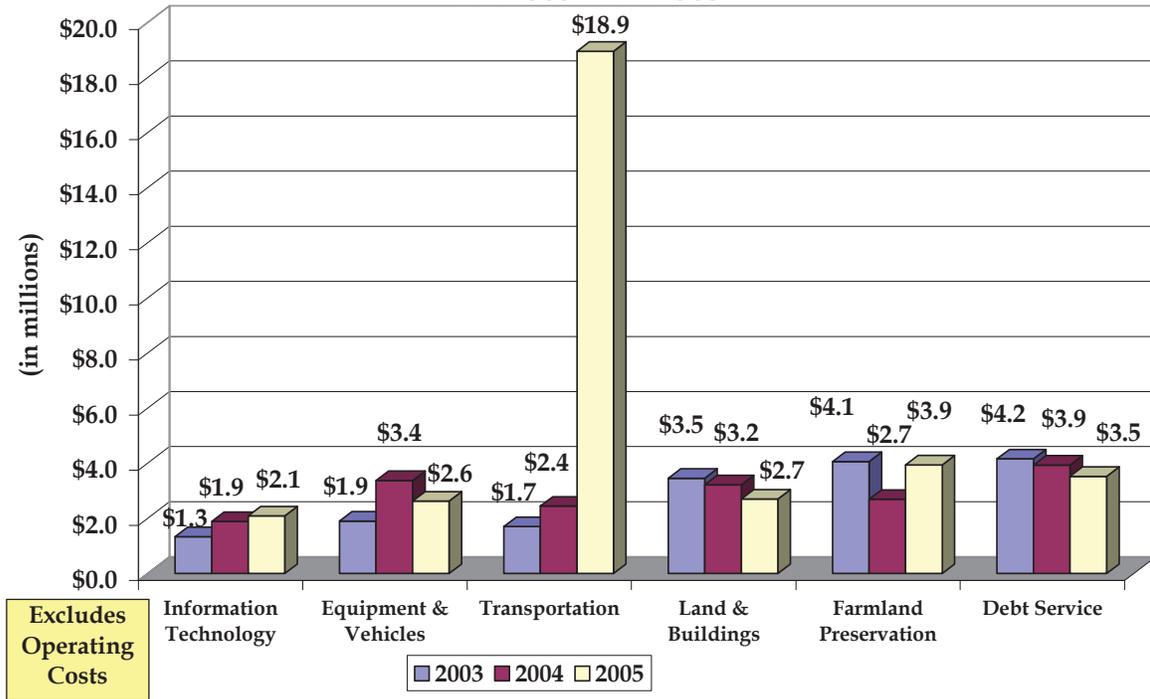


**Kane County Total Costs by Major Type:
FY 2003 - FY 2005 (Includes Operations & Capital)**





**Kane County Capital Costs by Major Type:
FY 2003 - FY 2005**



Summary of Kane County Cash Balance:

Historically, Kane County has had a very strong cash and investment balance. This is especially important for governments, like Kane, that utilize a “Pay-as-you-go” approach to funding capital projects as opposed to issuing long-term debt, as these cash and investment reserves may be required to finance significant capital projects in the areas of County Transportation and County Facilities as the County continues to grow.

Generally, as a rule of thumb a government of Kane County’s size would want a minimum cash and investment reserve of at least the equivalent of a quarter of its average annual costs. Kane County continues to maintain a strong cash and investment balance well in excess of the above recognized norm.



Summary of Kane County Debt Profile:

In FY 2003, Kane County had approximately \$48.7 million in principle outstanding related to three outstanding bond issues:

- \$40.3 million of Series 2001 Motor Fuel Tax Alternative Revenue Bonds issued to fund various road reconstructions;
- \$1.4 million of Series 1995 Juvenile Justice Facility General Obligation Alternative Revenue Bonds issued to construct and equip the Juvenile Justice Facility; and
- \$7.0 million of Series 2002 General Obligation Refunding Bonds to refund a portion of the Series 1995 Juvenile Justice Facility General Obligation Revenue Bonds to take advantage of lower market interest rates than when the bonds were originally issued in 1995.

In FY 2005, the level of principle outstanding for four Kane County bond issues had declined to \$44.8 million, which consisted of the following:

- \$10.4 million of Series 2001 Motor Fuel Tax Alternative Revenue Bonds issued to fund various road reconstructions;
- \$0.5 million of Series 1995 Juvenile Justice Facility General Obligation Alternative Revenue Bonds issued to construct and equip the Juvenile Justice Facility;
- \$6.9 million of Series 2002 General Obligation Refunding Bonds to refund a portion of the Series 1995 Juvenile Justice Facility General Obligation Revenue Bonds to take advantage of lower market interest rates than when the bonds were originally issued in 1995.
- \$26.9 million of Series 2004 General Obligation Refunding Bonds to refund a portion of the Series 2001 Motor Fuel Tax Alternative Revenue Bonds to take advantage of lower market interest rates than when the bonds were originally issued in 2001.

“Pay as you go” Capital Funding Model vs. “Borrow and repay over an assets life” Capital Funding Model:

There are two major funding models utilized by governments to finance capital projects. The first model, known as “Pay as you go”, takes a more conservative approach by funding capital projects from current revenues and accumulated cash and investment balances of the government. The second model, known as “Borrow and repay over an assets life”, takes a less conservative approach of borrowing funds by issuing debt and then using future revenues to repay the debt over a period of the expected useful life of the asset (normally not longer than 20 years) plus interest incurred on the funds borrowed.

Normally most governments will utilize some extent of “Borrow and repay over an assets life” for at least a portion of its most significant large capital asset acquisitions, however, the extent that a government relies upon this method generally varies based upon its financial condition and its philosophy. The governments of Cook County, the City of Chicago, the Chicago Park District and the Chicago Board of Education tend to issue debt for the majority of their large capital projects that are not directly funded by State or Federal grants or reimbursements. The “Collar Counties” including Kane County, tend to fund a much larger percentage of their capital projects through “Pay as you go” capital sources and only issue debt when undertaking very large capital projects.



The graph below highlights the County's net bonded debt (total principle of debt outstanding including PBC lease payments) per capita. This is one of the three key measures of an entity's debt burden along with the net bonded debt (principle of debt outstanding including PBC lease payments) per Equalized Assessed Value and Percentage of Total General Government Costs allocated to Debt Service Payment (debt principle and interest) per year.

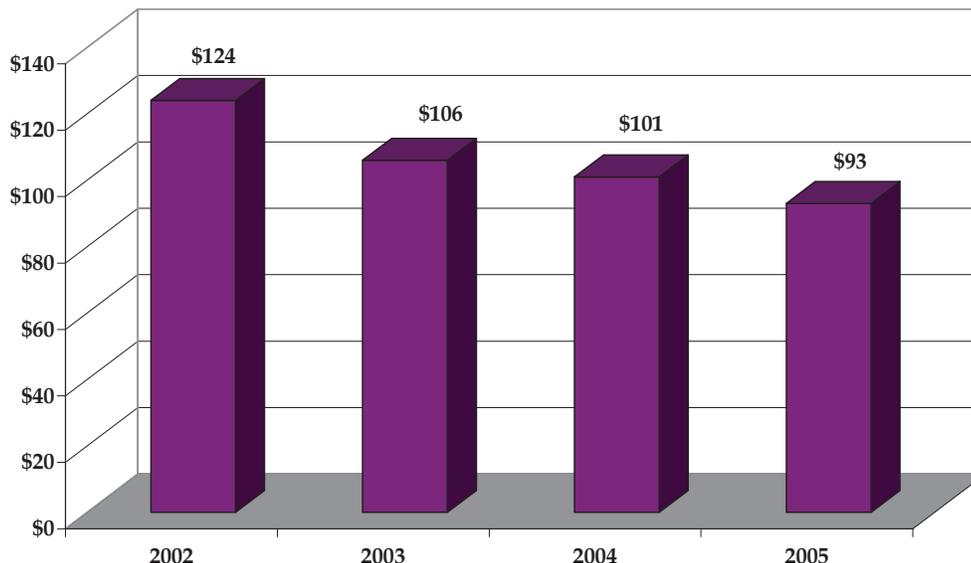
As highlighted in this graph, the County's level of net bonded debt per capita has steadily declined each year since FY 2002 from \$124 in FY 2002 to \$93 in FY 2005. This is the County's lowest level of net bonded debt per capita since the issuance of the Series 2001 Motor Fuel Tax Alternative Revenue Bonds.

The County's level of net bonded debt as a percentage of Equalized Assessed Value has also steadily declined since the Issuance of the Motor Fuel Tax Alternative Revenue Bonds in FY 2001, from 0.68% in FY 2002 to 0.40% in FY 2005.

The County's percentage of total general government costs allocated to debt service payments has also declined from 7.43% in FY 2002 to 2.84% in FY 2005.

On June 12, 2006, Kane County issued \$24.995 million in Debt Certificates to finance various capital projects including the construction of the new Kane County Jail. The County's level of net bonded debt per capita, net bonded debt as a percentage of Equalized Assessed Value and percentage of total general government costs allocated to debt service payments all will increase with the issuance of these Debt Certificates.

**Kane County Net Bonded Debt Per Capita
FY 2002 - 2005**

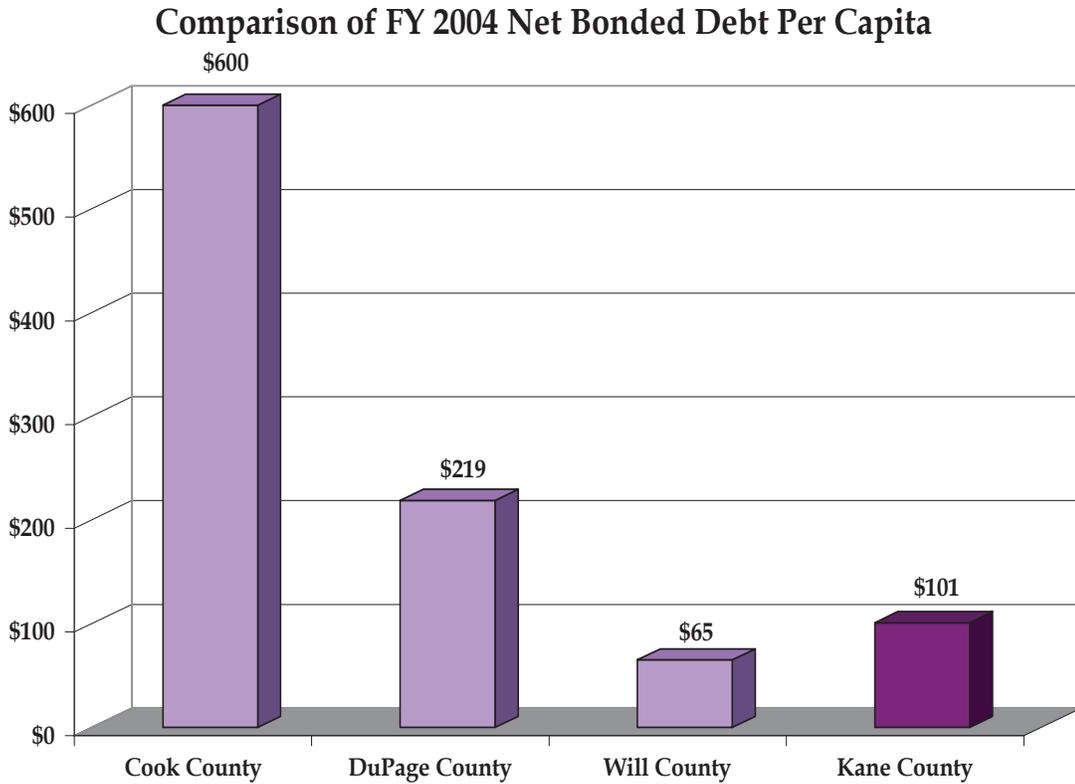




The graph below provides a comparison of the net bonded debt per capita for Kane County and three other area counties for FY 2004, the most recent year available for all four counties.

At \$600, Cook County's level of net bonded debt per capita is over 594% percent of the Kane County level despite having a population of almost 5.4 million.

At \$219, DuPage County's level of net bonded debt per capita is 216% of the Kane County level despite having a population of 935,000.





2. *Kane County Financial Analysis, Recommendations, And Best Practices:*

The recommendations provided below were prepared by Crowe Chizek, the County's Strategic Plan Facilitator, based upon its public sector experience and expertise in the areas of accounting, financial advisory and consulting.

The County has purchased a new Financial Management System and is currently beginning the implementation process of this new system. The implementation of this system will provide the County with the additional tools it needs to implement many of the recommended financial best practices listed below.

Reporting of Costs in the New County Enterprise Resource Planning ("ERP") System:

While the Kane County Finance Department currently regularly prepares reports for the County Board, there are limitations related to the reporting capabilities of the current system and the effort required to produce specialized reports.

As the County implements its new ERP system (an integrated financial management system for all departments and offices that incorporates interdependent modules for many of the County's core financial and administrative functions including general ledger, procurement & purchasing, accounts payable, human resources, payroll, and cash management) the County should ensure that summary level reports are developed/enabled to allow for presenting cost information in several key approaches:

- Reports of all Operating and all Capital Costs by Major Category for financial reporting categories
- Reports of all Operating and all Capital Costs by Major Category for budgetary reporting categories
- Reports of All Costs by Natural Classification (Salaries, Contractual Services, etc.)
- Reports of all Operating and all Capital Costs by Department (including the ability to exclude Forest Preserve District Activity from the Above Reports).

The County will also want the ability to prepare less detailed summary reports from the above detailed reports and the flexibility to alter these reports as necessary to produce custom reports. This will allow the County the ability to revise the reports until the County Board and Elected Officials have reports they feel are useful in meeting their needs.

When developing the chart of accounts for costs in the new ERP system, the County may also want to include organization codes within departments and offices. These codes could be utilized to subdivide costs into separate major functions/programs of the department/office. This would assist the County in a transition to being able to capture costs at a level that may be useful as the County looks to a higher level of performance measurement in the future.

Establishing Performance Measurements:

A major trend that has extended from the private sector into the governmental arena is the concept of Performance Measurement and the mantra, "If you can measure it, you can manage it." Certain Kane County departments that are heavily grant funded are already engaged in measuring performance as required in the grant agreement with the grantor agency. For the other



departments and Elected Officials, implementing performance measurements may be a more involved process that will take several progressive steps to fully implement. These steps could include:

- Utilizing the Listing of County Services in the Service Inventory Matrix to define the 5 to 10 major functions of each department.
- Utilizing the County's chart of accounts structure in the new ERP system, develop a means to measure the inputs (costs) for each major function.
- Determining not only the one or two major outputs (lanes repaved, children immunized) of each function, but more importantly the one or two major outcomes (overall road condition, number of major outbreaks in schools) for each major function.
- Determining if and how these major outputs and major outcomes can be measured.
- Developing baseline projections from historical data and professional experience and implementing a measurement program.

Kane County has already taken measures toward achieving the above steps, and recognizes the importance of continuing these measures to achieve full implementation. For example, the County has purchased the ERP system and is working to streamline processes.

Service Inventory Matrix:

The County should continue to refine and update the Service Inventory Matrix on a going forward basis. The new ERP system should assist the County in integrating additional information on the resources required and resources generated from County activities. In the future the matrix could also benefit from more standardization in the level of detail of the individual services listed in the matrix. The matrix should also be reviewed annually as part of the budget process and updated as services are added, transferred or removed from departments and offices.

Analysis of How Major County Functions are Funded:

The Finance Department has led the completion of several comprehensive County revenue studies, including a recent study that formed the backbone of the resource information provided in the current Service Inventory Matrix. County Elected Officials and Departments have also prepared Fee Based Cost of Service Studies, including the recent Study conducted by the Sheriff's Office.

As information becomes available in the Service Inventory Matrix on the resources required to perform each major function and the resources generated by each major function, the County should perform an analysis on the net surplus required or subsidy generated by each major function. Without this information being available, the County Board may be unknowingly subsidizing some functions of County government either due to insufficient fee or grant levels that are subsidized by general tax funds or where excess fee collections from one function are subsidizing another function where fee or grant funding is insufficient to cover the related costs. With this additional information County decision makers can make more informed decisions on what are the appropriate levels of subsidy/excess for individual functions and make efforts to increase or decrease revenues and/or increase or decrease costs to implement the desired subsidy/excess levels.



Encumbrance Reporting in the New ERP System:

The County should incorporate an encumbrance system in the new ERP system, where no purchase order, purchase requisition or check can be processed for a cost unless appropriate budget authority exists for the transaction. Countywide implementation of the new purchasing and procurement modules of the ERP system as well as more responsibility being given to the centralized purchasing department will be essential to the implementation of this process. This will provide an automated control to the budget process to coincide with the current budget monitoring provided by the Finance Department and individual departments and offices.

Position Control Reporting in the New ERP System:

Another financial management practice the County should implement with the new ERP system is the concept of Position Control Reporting. This practice could be implemented over several phases to ease the County's transition. The first phase of moving to a Position Control Reporting process would require departments and Elected Officials to prepare their budgets for salaries and related fringe benefits at a by position level, where the pool of budgeted personnel service costs allocated to a department would be subdivided by position title with a reference to the number of positions budgeted for each position title. The next phase would be to get information on the current number of staff within each position title within each department and agency. Even if the ERP system does support this level of reporting, it should be relatively easy to export the data into a database to manage the actual information along with the budget.

With an approved budgeted level of staff by position and a baseline actual staff by position in place, the County could then implement a headcount tracking system to monitor changes in staffing level by department and office.

Additional position control functions the County should consider include implementing a periodic headcount tracking system by department and office as well as a standardized personal action form and approval process for approval of all hiring, separations and changes in job classification, which would include a step to ensure budget authority and funding exist for the position.

Budget to Actual Tracking:

The Finance Department currently regularly monitors department, office and overall spending to date on at least a monthly basis and compares this information to the annual budget and prior year spending patterns and prepares reports for the County Board with this information.

The new County ERP system should allow the County to improve upon its current budget to actual reporting for departments and offices, by equipping the Finance Department with tools to extend the budget to actual process to departments and offices. Current reports are produced by the Finance Department for the departments, but reports are somewhat difficult to process and analyze based on departmental preferences. The County ERP system should create more clarity and simplification in the reporting process. To transition to this concept, the County may want to start with a quarterly budget to actual tracking system, though a monthly system should be the end goal. Departments and Offices would be asked to allocate their projected annual costs into quarterly or monthly projections based upon known contract/grant requirements and past historical trends. While detailed budget to actual reports would probably be helpful for individual departments, the actual budget to actual reporting system should be at a summary level subdivided into major classifications such as salaries & fringe benefits, contractual services, commodities, grants and capital costs. Thresholds should also be



developed that require variance explanations and corrective action plans for variances over a certain size.

Budget Transferability:

To limit the number of budget amendments being brought to the County Board and allow departments and offices more flexibility within their management of their budgets, the County should consider developing a procedure for some limited form of budget transferability. In many cases such transferability would be limited to 2% or 3% of the total budget of a fund excluding grants or other special purposes, with some level of administrative approval at the finance department or Board Chair level. This transferability will allow departments and offices to administratively address additional unforeseen cost demands by reallocating funds from other areas. An example would be if a department is forced to pay an unforeseen payout for accrued vacation time, instead of going to the County Board for a budget amendment it could transfer funds from another budget line item to cover these costs.

C. Readiness Assessment

A Readiness Assessment is an independent review of an organization's full capability to engage in the Strategic Planning process. It is conducted anonymously by individual members of the Strategic Planning Steering Committee (SPSC), and provides each member the opportunity to respond to a series of statements, and to supply a weight for each. The Kane County responses determined the extent to which the County and the Strategic Planning participants were prepared to engage in strategic planning, as well as identified the areas of strength and the areas where gaps may impede the process. The Assessment assisted in preparing the groups to consider how to mitigate the potential problems.

Members of the SPSC identified the following listed items as keys to the success of the project. This information was obtained through the Readiness Assessment, where each item was ranked based upon the number of times each theme was mentioned in the surveys. The following list is ordered with the first item mentioned most, and so on.

1. *Open communication between all Kane County stakeholders*
2. *Continuous communication of project status and milestone reporting to all Kane County stakeholders*
3. *Project commitment and leadership from Kane County Board*
4. *"Buy-in" from Elected Officials*
5. *Equitable treatment for all Kane County stakeholders*
6. *Comprehensive project "buy-in" from all stakeholders, and ability to show benefits to everyone involved in the process*
7. *Strong project momentum by marketing the project and key project successes*
8. *Success in identifying the future needs and future resources of Kane County*
9. *Strategic Plan recommendation, criteria and process implementation*
10. *Going-forward basis of maintaining and reevaluating the Strategic Plan*
11. *Community involvement in the strategic planning process*
12. *Future Kane County Resource and Financial Plan development*
13. *Best practice counsel provided to the Kane County Board*

The list was revisited over the course of the project to aid in the development of a successful strategic plan.



D. Service Inventory Matrix

Early in the Strategic planning process, Kane County identified the importance of understanding which services are currently being provided by County departments and offices. This became necessary to establish the service provision baseline as part of the current environment in order for the strategic planning participants to understand both the types and levels of future services that might need to be identified and provided to meet the County's population growth and corresponding demand for new, enhanced, or different services. Therefore, the Planning Group chose to survey Kane County Departments and Offices about its current scope, level and impact of services being provided. The result of that work is the Service Inventory Matrix (SIM) which is included in its entirety in the Appendix A to the Strategic Plan.

The Service Inventory Matrix is a comprehensive inventory listing of all services provided by County departments and offices. The Matrix assists in evaluating service delivery efficiency, effectiveness, and whether services are most appropriately provided by the County, or if other providers could better serve the citizens. Prior to initiating the development of the Service Inventory Matrix, Kane County had no other comprehensive listing or catalogue of all services rendered by all of its various departments and offices. As a result, the completion of the Matrix will be a fluid process that needs to be periodically updated and refined due to the complexity of information gathered and the ever-changing nature of departmental structure, procedures, and needs. In order to maximize its efficiency and eliminate duplication of services, the SIM will function as a new way of looking at County services.

The Matrix includes service listings by Department, along with whether the service is statutorily mandated by Illinois Law. Performance Measurement information is also included where available, indicating to County leaders the specific criteria to determine the level of innovative, high quality services. The SIM also catalogues the required resources to provide services, such as the number of staff, how much a service costs, the number of locations, and who provides the service, as well as the resources directly generated by providing such services (revenue). Maintaining the Service Inventory Matrix will be an ongoing process that should be reviewed and updated annually as services and mandates change regularly.

Two departmental examples are shown on the following pages:



Department/Office	What are the Services Provided?	Are the Services Mandated? Statutory Reference	How do we know we are providing Innovative, High Quality Services?			What are the Required Resources to Provide the Services?		What are the Resources Directly Generated by Providing the Services?				
			Performance Measurements (Yes/No)	Criteria	Results	Who Provides?	# of Staff Locations (FTEs)	Cost (\$)	(Yes/No)	Revenue Source	Revenue (\$)	
ELECTED OFFICIAL AND JUDICIAL DEPARTMENTS AND OFFICES Treasurer's Office	TREASURER FUNCTIONS Account for income for all County, trust, and agency funds Balance bank records and reconcile to Finance Department Collect inheritance tax and estate payments on behalf of State Invest interests of 100 County funds Provide funds necessary to cover accounts payable and payroll clearing	55ILCS 5/30	Yes	Internal	Meets	Staff	11.5 (10 full time 3 part time)	1,790,574				
		ILCS 5/3	Yes	Internal	Meets	Staff	3.5	1				
		35ILCS 200	Yes	Customer Feedback	Meets	Staff						
		55ILCS 5/3	Yes	Statutory Comp.	Meets	Staff						
		55ILCS 5/3	Yes	Internal	Meets	Staff						

Statutory Reference: If the service is mandated by State statute denote the statutory cite, if readily available. The data will be crosschecked with Crowe's State mandate analysis.

SAMPLE



Department / Office	What are the Services Provided?	Are the Services Mandated?	How do we know we are providing Innovative, High Quality Services?		What are the Requirements to Provide the Services?		What are the Resources Directly Generated by Providing the Services?			
			Performance Measurements	Criteria	Results	Who Provides?	# of Staff (FTEs)	# of Locations	Cost (\$)	Revenue Source
ELECTED OFFICIAL AND JUDICIAL DEPARTMENTS AND OFFICES										
TAX COLLECTIONS										
	Mail and Collect in excess of 175,000 real estate tax bills	35ILCS200	Yes	Statutory Comp.	Meets Delinres	Staff		No	Tax Bills	Distributes out to Tasing Districts
	Mail and collect approximately 1,200 mobile home tax bills	35 ILCS 515	Yes	Statutory Comp.	Meets Delinres	Staff		No	Tax Bills	Distributes
	Distribute tax collectors to local units of government	35ILCS200	Yes	Customer Feedback	Appreciation expressed at the time of service	Staff		No	N/A	
	Provide statutory records retention & storage	55ILCS 5/3	Yes	Internal	Meets	Staff		No	N/A	
	File Monthly report summarizing financial status of office	55ILCS 5/3	Yes	Internal	Meets	Staff		No	N/A	
	TAX SALE AUTOMATION FUND (053-5020)									
	Conduct, hold and retain taxable records (TO BE RETAINED FOR LIMITED USE PER STATUTE)	35ILCS200	Yes	Customer Feedback	Meets Delinres	Staff		No	Statutory fees	3 yr. Avg 23,867
	Administrate Senior Deferral Program	35ILCS200	Yes	Customer Feedback	Meets Compliance	Staff		Yes	Administrative fees	600
	Retain and make expenditures from fees collected assessed for the Tax Sale Automation Fund (Treasurer Use Only)	55ILCS 5/3	Yes	Internal	Meets Compliance	Staff		Yes	1. Processing fees, duplicate bills 2. reports, data soH	1. 30,000 2. 8,000

SAMPLE

KANE COUNTY STRATEGIC PLAN
CURRENT ENVIRONMENT



Department/Office	What are the Services Provided? Service	Are the Services Mandated?		How do we know we are providing Innovative, High Quality Services?		What are the Required Resources to Provide the Services?			What are the Resources Directly Generated by Providing the Services?			
		Statutory Reference	Results	Criteria	Results	Who Provides?	# of Staff (FTEs)	# of Locations	Cost (\$)	(Yes/No)	Revenue Source	Revenue (\$)
Environmental Management	Establish and Maintain the Countywide Stormwater Management program, including stormwater ordinance oversight, wetland protection, countywide planning, floodplain map updating, flood control projects, and natural hazards planning	55ILCS 5/5-10062	yes	Conduct audits, feedback from municipalities, developers and consultants	Certify municipalities and engineers, ordinance amendments to improve program	Two & 1/2 staff	one	12,014,188	Yes	1. Interest 2. Fee In Lieu 3. Wetland Permits 4. Grants	1. 25,000 2. 250,000 3. 20,000 4. 1,988,700	
		415 ILCS 15/1	yes	Daily landfill inspections, regular review of programs, update plan every five years	Landfill compliance, increased recycling, meeting County's environmental needs	Two & 1/2 staff			Yes	1. Interest 2. Landfill Surcharge 3. Hauler Fees	1. 300,000 2. 950,000 3. 3,300	
		55 ILCS 5/5-10062	yes	# permits issued		staff & district	2			Yes	1. Fees 2. Fee-in-lieu of stormwater storage 3. Cost share contributions	1. 39,250 2. 17,000 3. 5,000
		55 ILCS 5/5-10062	no	yes	recycled materials		staff & consultants	0.25		No	Fees	
	Administer the County Solid Waste Management Program, including all capacities as owner of Settler's Hill Landfill, countywide recycling programs, and environmental responsibilities for the County.		yes									
	Administration of the Subdivision, Flood Plain, Stormwater Runoff Control, and Erosion Control ordinances		yes									
	Assist Env. Mgmt Division with the implementation of a countywide Stormwater mgmt Plan and ordinance		yes									
	Technical and financial assistance to residents of the county that experience drainage problems or flooding		yes									

SAMPLE



E. State Mandate Matrix

A State Mandate Matrix is being developed as an inventory of County responsibilities (Board, Departments and Offices) from Illinois State Statute research to assist County decision-makers in allocating scarce resources between compulsory services and permitted discretionary services. Strategic Plan Working Group members from various Kane County departments and offices developed a matrix from the “Received Listing of County Responsibilities from the Illinois General Assembly Research Unit” and classified each listed County responsibility as either Mandated or Non-mandated. Compiling and verifying the list of responsibilities is a complicated and delicate process, as counties manage responsibilities differently, and services are provided in unique ways to meet the County’s distinct needs. Obtaining access to a comprehensive service listing was a tedious process, requiring the initiation of a department-by-department study of programs and processes. This information will be incorporated into a Matrix of Mandated and Non-mandated County Responsibilities, which should be reviewed and updated annually and will continue to be updated and refined on an on-going basis by Kane County.

Examples of mandated responsibilities for Elected Officials are reflected in the following descriptions of elected offices:

County Board:

The Kane County Board, made up of 26 district representatives, holds primary decision-making authority for County legislation. The Board has wide-reaching responsibilities, covering each of the six issue areas. A few examples include:

- *Operations & Organizational Structure:* The County Board oversees County Elected Officials, appointed officials and department heads.
- *Resources:* The County Board establishes and adopts the annual budget, and also sets tax levies.
- *Staffing & Personnel:* County Board members negotiate and enter into labor union contracts for County employees.
- *Growth & Development:* The County Board manages programs that address growth and development issues, such as Farmland Preservation, and establish influential policy.
- *Capital & Facilities:* The County Board administers the purchasing and acquisition of County-owned property, ensuring that it is properly maintained and managed by the appropriate offices and departments.
- *Information, Communication, & Cooperation:* The County Board maintains relationships with other governmental entities, and ensures effective dissemination of information to the community and public.

County Board Chairman:

The County Board Chairman is elected Countywide every four years, presides over the County Board, and makes all committee appointments with concurrence of the County Board. The County Board Chairman functions as the Chief Executive Officer of the County as well as the Chief Administrative Official for the day to day operations of those aspects of County government not directly overseen by other countywide elected officials. One of the principle responsibilities of the County Board Chairman is to oversee the preparation of the annual budget ordinance that is adopted by the County Board as well as other financial aspects of County government including the annual tax levy. The County Board Chairman



is also responsible for the appointment of numerous County officials, members of boards and commissions, and also makes appointments to other units of local government, such as fire protection districts.

Chief Judge—16th Judicial Circuit:

A Chief Judge is chosen every two years by the elected judges of the Circuit Court. There are 18 Circuit Judges that serve six-year terms with nomination at primary elections, and are elected by the voters of the three counties in the 16th Judicial Court (Kane, DeKalb, and Kendall Counties). The Chief Judge's and Court Administrator's Office responsibilities are primarily that of administration, and carrying out policies established by the Judges. The Office makes assignments of both Circuit and Associate Court Judges to various court calendars, as well as directing the flow of cases from commencement at time of filing through disposition. These offices also direct the cooperative efforts of the court system and other court-related services.

Circuit Court Clerk:

The Circuit Court Clerk is a constitutional officer elected every four years by Kane County voters. The Clerk's primary function is to establish, maintain, and keep all records of Court, and to keep the court seal. The Clerk is also responsible for issuing processes such as summonses, court writs, or papers for the Circuit Court. The Clerk enters records of all judgments and orders of the Circuit Court, and distributes forms to any other appropriate parties. The Clerk is charged with the responsibility of making all public records open and available for viewing.

Coroner:

The Coroner's Office determines cause of death in cases of homicide, accident, and suicide, or also in cases where there was no recent attending doctor, or where circumstances are mysterious or questionable. The Coroner also has the duty of determining cause of death and submitting evidence to a Coroner's Jury in order to detect foul play or find existing health or hazardous conditions. The Coroner uses all available investigative and scientific measures in discharging the duties of the Office, including medical and police reports, toxicology, other chemical analysis, radiology, and autopsy. The Coroner assists and cooperates with public health agencies, law enforcement, and others to improve the health and safety of Kane County.

County Auditor:

The County Auditor is the chief internal auditor of the County and maintains a continuous internal audit of its operations and financial records. The County Auditor audits all claims against the County, including payroll, and makes recommendation for payment. The Office audits and approves requests for special disbursements and performs a cost-benefit analysis of County facilities. It approves purchase requisitions and issues quarterly financial reports to the County Board. The Auditor is also responsible for auditing receipts of the County, keeping an inventory of real and personal property owned by the County, and maintaining



the billings of vendors with County contracts. The Auditor also assists in implementing recommendations made by the independent CPA conducting the annual external audit.

County Clerk:

The County Clerk is responsible for keeping County records such as birth certificates, death certificates, marriage licenses, lawsuits, tax levies, County Board agendas and minutes, and more. The Office is the Registrar of Vital Records, and issues certified copies of records. The Clerk also processes passports. The County Clerk must attend all County Board meetings and prepare meeting minutes. He/she is the Tax Extender and files annual budgets and levies, computes tax rates, collects delinquent tax payments, and issues certain tax bills. The County Clerk is additionally responsible for several functions relating to elections procedures and recordkeeping. For example, the County Clerk maintains voter lists, applications for absentee ballots, ballot requests, voter identification cards, and candidate petitions. He/she keeps the list of election judges by party and precinct, and stores past election results, financial disclosure reports, and several election-related documents both current and from past terms.

County Recorder:

The County Recorder is charged with protecting the constitutional right to own property in one's own name. The Recorder's Office permanently records all original documents pertaining to property ownership and real property transactions within Kane County. Kane County records (approximately 3 million documents since 1837) are indexed by Grantor/Grantee and by Tract (legal description). The public must have access to these records, which are available by book, computer, microfilm, and optical media. Examples of records include: deeds, plats, mechanic's liens, copies of judgments, tax deeds, subdivision of land, and more.

County Treasurer/Collector:

The County Treasurer is responsible for receiving and safely managing all revenue and public monies of the County. The Treasurer keeps an account of all funds received and issued. The County Board authorizes all payments, if they are not already authorized by statute. Monies not used are then invested by the Treasurer. The County Treasurer/Collector prepares and mails real estate tax bills to all owners of record. The Treasurer/Collector is also responsible for distribution of monies received monthly to individual taxing districts. The Treasurer/Collector must also collect the Mobile Home Local Service Tax and administer the Senior Citizen Real Estate Tax Deferral Program.

Superintendent - Regional Office of Education:

The Superintendent of the Regional Office of Education (ROE) is responsible for assisting Kane County School Districts to operate as outlined by the Illinois School Code; certifying and processing state and federal aid; filing all audit and financial reports; assisting the state in evaluation procedures for state recognition status; and certifying annual teacher/substitute certificates. The Superintendent also helps school districts improve instruction and operations by offering teaching workshops, Countywide institute programs, funding local in-service training for staff development, school improvement and technology



support, and coordinating At-Risk Program for Youth. The Superintendent administers the General Education Development Program and a sizeable visual/media cooperative library. The Superintendent also conducts annual Life/Safety inspections in schools.

Sheriff:

The County Sheriff is a law enforcement official provided for by the U.S. Constitution, with three primary public safety functions: Police, Corrections, and Courts. Police: The Sheriff provides full law enforcement services to residents of unincorporated Kane County and assists and provides specialized police services to other police agencies. Corrections: The Sheriff is the keeper of the County jail, serving as the warden, and providing for all the necessities within the jail – medical care, personnel, operating needs, etc. Courts: The Sheriff is the custodian of the County Courthouse and is responsible for Court Security. The Sheriff assists the Courts with service of the civil process, evictions, foreclosure sales, and other court-mandated actions.

State's Attorney:

The Kane County's State's Attorney is the chief legal officer and counsel for the County. The State's Attorney is responsible for criminal prosecution and enforcement of regulatory statutes in the State and County. As counsel, the State's Attorney also provides legal advice and defends all County departments and Elected Officials in the event of civil action. He/she maintains a professional staff of attorneys, paralegals, and support staff to work within the Kane County Judicial Center, Government Center, Kane County Courthouse, Child Advocacy Center, Community Protection Office, and satellite court facilities in Aurora and Elgin. Staff members are on-call to assist law enforcement agencies with the filing of charges against criminal defendants.

Appointed Positions/Non-Elected Officials: Kane County government also supports positions that are non-elected, but appointed.

- *Public Defender:* The Public Defender's Office is responsible for providing quality legal representation for indigent persons charged with criminal offenses, or whose rights as parents are in jeopardy. The Public Defender attorneys represent persons charged with misdemeanors, felonies, serious traffic offenses, abuse and/or neglect of children and juveniles accused of crimes.
- *Supervisor of Assessments:* The Supervisor of Assessments supervises the township assessors in making uniform assessments to taxable real estate. He/she serves as Clerk of the County Board of (Tax) Review when it is in session, and also serves as Chairperson of the Farmland Assessment Review Committee.

The County will continue to re-evaluate the Mandated and Non-mandated County Responsibilities as legislation is passed annually and practical application of the impact of decisions on funding is realized. Upon completion, the Matrix will work as a tool to identify and share resources for the best interest of Kane County citizens, while identifying where duplication of services might exist.



F. SWOC Analysis (Process & Results)

Purpose of a SWOC Analysis: A “SWOC” is the analysis of the factors that impact the County’s current activities and services. It also analyzes the factors that should be considered while strategies are being created, planned and implemented. Understanding these factors creates important foundational considerations as group members evaluate service issues and devise strategies to address issues and concerns.

“SWOC” stands for:

Strengths – those **internal** attributes of the County and its departments that positively impact the County now and that will be important factors in the implementation of strategies

Weaknesses -- those **internal** attributes of the County and its departments that may negatively impact the County now and that may create **internal** barriers or risks to the implementation of strategies

Opportunities – those **external** factors that may positively contribute to or support the County and its departments in the creation, planning and implementation of its strategic plan

Challenges – those **external** factors that may hinder or create barriers/risks to the County and its departments in the creation, planning and implementation of its strategic plan

SWOC Process: Six Subworking group teams were assembled across multiple disciplines, offices, departments, and stakeholder groups. The teams comprised Kane County representatives with diverse interests, areas of expertise, and staff levels. Each worked collaboratively to develop a SWOC analysis for each high-level issue area for the County. In addition to considering issues unique to their issue area, consideration was given to factors that will have an impact on the strategic plan implementation for the entire County. The SWOC Analysis shown below was created by putting together all the SWOC’s done by the teams and Subworking groups involved in strategic planning. While each individual team’s SWOC was created based upon one of these six specific issue areas, this SWOC represents a global perspective.

What will the SWOC Analysis be used for? This SWOC Analysis will serve as a foundational guide to the SPSC, County Department heads, Elected Officials and the County Board as they consider and plan the implementation of Kane County’s strategic plan. Used effectively, this SWOC Analysis can help the County understand how to leverage the internal strengths and external opportunities; and how to mitigate internal weaknesses and external challenges as it implements the strategic plan.



Internal

Strengths

Operations & Organizational Structure:

- Well-established and shared sense of County pride and identity
- County government and those who govern are well-balanced between rural, suburban and urban
- County is progressive and has reputation for strategic planning and quality service provision
- County is progressive in inter-departmental governing and management
- Decision-making is careful, measured, issue-based and not political
- Leadership does change

Staffing & Personnel:

- Professional, dedicated, passionate and committed staff, most with a lot of seniority and expertise
- Staff is not adverse to change

Resources:

- County is fiscally responsible and well-structured

Information, Communication, Cooperation:

- County is a recognized leader in information technology advancements which can and will continue to support County's growth and direction

Weaknesses

Operations & Organizational Structure:

- Conflicting priorities and responsibilities of Elected Officials and County Board
- County organizational structure
- County Board positions are part-time
- Lack of centralized County operations
- Lack of clarity and understanding about internal controls statutes
- Lack of clarity and understanding about mandated v. non-mandated services
- Lack of executive branch with centralized authority
- Large number and variety of County services weakens County focus
- Operates within a Political environment
- Turf issues exist between departments
- Some resistance and difficulty in effecting change

Staffing & Personnel:

- Gaps in training and professional development opportunities
- Inconsistent adherence to policies and procedures
- Inequality between compensation and benefits of union and non union staff
- Relationship between Elected Officials and Staff
- Staff lacks incentives to advance professionally

Resources:

- Competition for scarce local resources and funding
- Reliance on external funding
- Implications of budget overspending

Information, Communication, Cooperation:

- IT lags in comparison to private sector
- Lack of integration of diverse information systems
- Weak IT funding

Growth & Development:

- Concerns about public safety exist
- Response to growing diversity of County population
- Solutions provided to address County growth are more reactive and short-term



External

Opportunities

Operations & Organizational Structure:

- Political environment and political relationships
- Use of public/private partnerships

Information, Communication, Cooperation:

- IT access for public
- Pride and involvement of County citizens
- Increased community participation in government
- County's reputation as leader
- Good working relationship with local governments and municipalities
- Increasing dissemination of information and communication with public and with the media

Resources:

- Federal, state and grant funding
- Increased funds from growing tax base related to strong County economy

Growth & Development:

- Changing diversity and demographics of County and community leadership
- Increasing services and social obligations due to growing, diverse population

Challenges

Operations & Organizational Structure:

- Competition among local governments in the County

Information, Communication, Cooperation:

- Constantly changing technology advancements
- Lack of organizational structure to communicate directly with the community
- Level of dependence upon media for communication
- Limited public understanding of County government's role and participation in County government

Capital & Facilities:

- Decentralized facilities create confusion in citizens as to where to go for County services

Resources:

- Demands from unfunded State and Federal legislative mandates
- Operates within a Political environment
- Relationship of Elected Officials and department heads to County Board
- Reduced external and grant funding
- Reduced tax-payer based funding
- Financial impact of other government entity decisions and needs

Growth & Development:

- Challenges from changing and growing population (especially in the areas of service provision and communication)
- Increased obligations and citizen demands for services and facilities due to population growth
- Impact of population growth on County environment, infrastructure and public safety



VI. Kane County Issues to be Addressed by the Strategic Plan

A. Discussion of Issue Process

As part of the Strategic Planning process, interviews were conducted with approximately forty-nine (49) individuals including members of the Strategic Plan Steering Committee, Countywide Elected Officials, department heads, and other key personnel (See Appendix D for Listing of Kane County Stakeholders Interviewed). These interviews were conducted between July 2005 and October 2005. The purpose of these interviews was to obtain candid comments on issues and concerns relating to Kane County government. No restriction was placed on the scope of the comments and the interviews were conducted with the understanding that comments would not be attributed to any individual.

The issues have been organized by topics using the six Issue Categories as a framework for the presentation. The Subworking Groups rephrased and validated the issues, which resulted in ninety (90) issue statements being developed independently by the six Subworking Groups. These issues were then grouped together based on common topics across Subworking Groups. This process resulted in the thirty-eight (38) final issue statements included in this document.

Nearly fifty (50) stakeholders met in Geneva in Kane County on June 2nd, 2006 for the Kane County Strategic Planning Leadership Retreat, at which all issues were prioritized within their respective Issue Areas based on a point system. The Issue Areas were not, however, prioritized with respect to each other. (A Summary of the Kane County Strategic Planning Leadership Retreat is available in Appendix B of the Strategic Plan.)

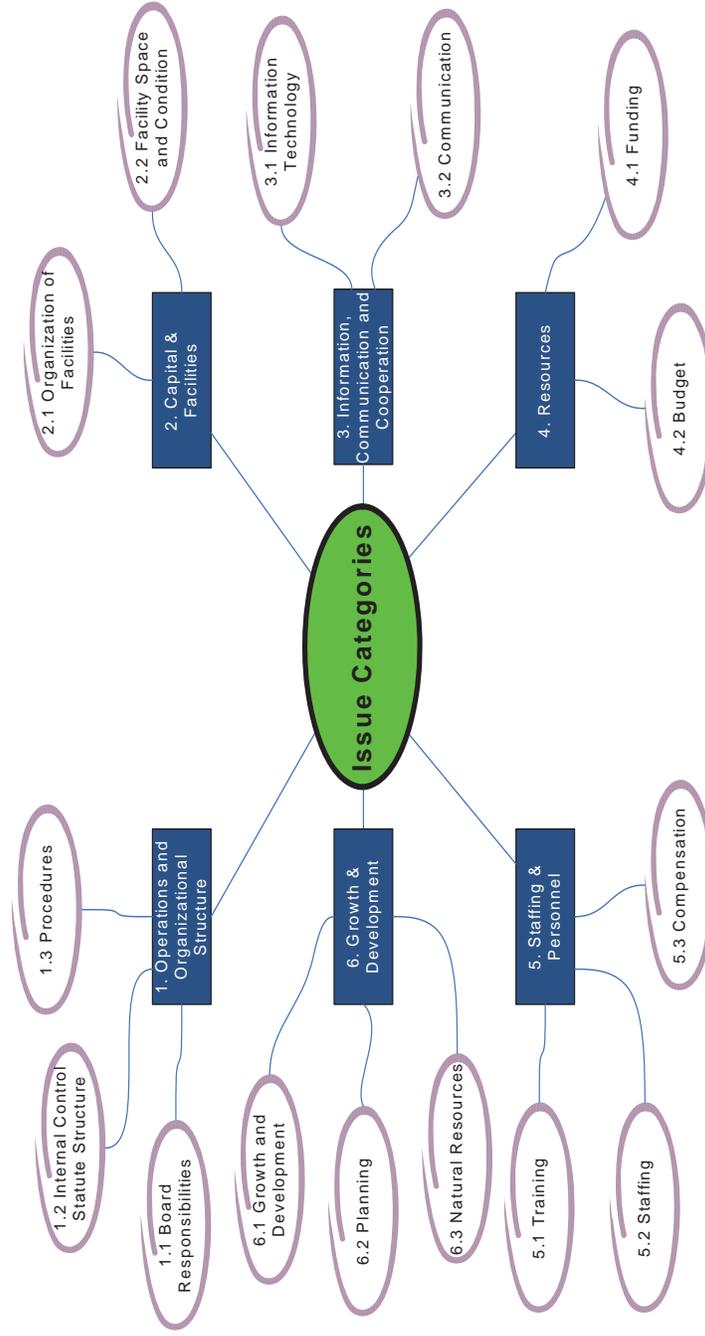
B. Discussion of High Level Issue Categories/High Level Spider

The Strategic Plan process that began with interviews that included Kane County Board members, Elected Officials, department heads, key employees, and the Strategic Plan Steering Committee resulted in a list of over one hundred and forty (140) issues. These issues were then initially grouped into high-level categories, the result of which was an obvious pattern from which the issues were then placed into one of approximately six main categories.

The resulting High Level Spider is the framework chosen for arranging the various issues into "Issue Areas" in order to efficiently and appropriately separate the issues for the brainstorming of strategies. The Planning Group named and finalized the High Level Spider's six Issue Areas. Next, the Strategic Plan participants and stakeholders were selected to participate in Subworking Groups that were formed for and explicitly charged with the task of validating issues raised in the initial interview process. During this phase of the planning, some issues were combined or reworded, and some new issues were added.



High Level Spider





C. Issue Categories

Issue Statements within High Level Issue Areas

1. High Level Issue Area One: Operations & Organizational Structure

1.1 Board Responsibilities & 1.2 Internal Control Statute Structure

Issue 1: The County Board needs to ensure implementation of the Kane County Strategic Plan.

Issue 2: The County Board needs a decision making process for both budgetary and non-budgetary decisions that is clearly communicated and based upon standardized priorities and established criteria.

Issue 3: The County needs to develop, adopt, and use a system to annually identify and impact legislative initiatives affecting the County.

Issue 4: The County needs to clarify and communicate appropriate responsibilities for all County offices and officeholders.

Issue 5: The County needs to clarify the interpretation of the internal control statute for the County Board and Countywide Elected Officials.

Issue 6: The County Board needs to develop and communicate consistent standards in reporting requirements for all departments and offices.

1.3 Procedures

Issue 1: The County needs sufficient tools to provide necessary, timely and effective information to equip the County Board and Countywide Elected Officials to make informed decisions.

Issue 2: The County needs to develop, implement, communicate, maintain and enforce Comprehensive County Policies and Procedures for the Operations of the County while being mindful of the internal control statute provisions.

Issue 3a: The County needs improved, consistent procurement and purchasing policies, procedures and practices in the form of a centralized system to effectively meet the needs of the County.

Issue 3b: The County needs to provide for more effective management of required procedures, programs and projects as enacted by the County Board on a Countywide basis.

Issue 4a: The County needs to assess how departments and offices interact to identify areas where additional efficiencies can be realized.

Issue 4b: The County needs to initiate new programs and expand and improve existing programs that can significantly improve operational efficiency and effectiveness.



Issue 4c: The County needs to assess how services are provided.

2. *High Level Issue Area Two: Capital & Facilities*

2.1 Organization of Facilities & 2.2 Facility Space and Condition

Issue 1: The County needs to develop and implement a Comprehensive Countywide Facility Plan to coordinate all facility-related capital projects.

3. *High Level Issue Area Three: Information, Communication & Cooperation*

3.1 Communication & 3.2 Information Technology

Issue 1: The County needs to improve the integration and coordination of the County services through the implementation of new technologies including Countywide Enterprise Resource Planning (ERP) and Document Management systems.

Issue 2: The County needs to develop and implement an efficient, effective and secure standard document management, archival, storage and retrieval process with policies and procedures.

Issue 3: The County needs improved internal and external communication and coordination of the services provided by County departments and offices including updating website content, clarifying signage at County buildings and addressing language barriers.

4. *High Level Issue Area Four: Resources*

4.1 Funding & 4.2 Budget

Issue 1: The County needs to provide funding for all statutorily mandated services which should receive priority over non-mandated services.

Issue 2: The County Board needs to generate additional revenue sources and/or limit expenses for the County to provide sufficient resources to address demands related to growth (unfunded mandates, the landfill closure, etc.).

Issue 3: The County should maximize assessment and collection of revenues for all departments and offices including fees, licenses, and fines to ensure the costs to provide services are being recovered, where possible.

Issue 4: There is a need for budget accountability and responsibility for all departments and offices. The County needs to understand the impact on the budget regarding personnel decisions during the budget year (i.e., hiring and raises), and the procurement encumbrance process.

Issue 5: The County needs to look at multi-year budgeting for capital expenditures.



Issue 6: Transportation and other departments/offices with extensive cash holdings need to plan and communicate the timing of their cash needs to the Treasurer's Office to maximize available resources and produce additional investment returns for the County.

Issue 7: The County needs to address the impact of increased County health care costs, including retiree health care costs, on the financial condition of the County.

5. *High Level Issue Area Five: Staffing & Personnel*

5.1 Training, 5.2 Staffing & 5.3 Compensation

Issue 1: The County needs to provide consistency in job duties and the compensation for similar positions within County government.

Issue 2: The County needs to assess training/professional development needs for all staff.

Issue 3: The County needs to assess staffing of all County departments.

Issue 4: The County needs to secure financial resources to provide competitive total compensation (salary and benefits) that will attract and retain qualified staff.

Issue 5: The County Board and Elected Officials need information to keep them updated on issues that affect their roles and responsibilities in relation to the operations of the County.

Issue 6: The County needs to address employees equitably and take responsibility for the financial impact of human resource related contracts including the impact of health care costs and employee contributions.

6. *High Level Issue Area Six: Growth & Development*

6.1 Growth & Development, 6.2 Planning & 6.3 Natural Resources

Issue 1: The County needs to address the impact of population growth on County services due to the limited resources available to the County.

Issue 2a. There is a need for coordination between the County and municipalities on issues relating to growth.

Issue 2b: There is a need for new legislation to address the County's involvement in development planning in the incorporated and unincorporated areas.

Issue 3: The County Board should take the lead in preparing, adopting, and implementing a Countywide Long-term (50-Year) Sustainable Water Supply Plan.



Issue 4: Population increases and changing demographics have placed additional demands on services provided by the Kane County Health Department. The County needs to continue to protect the citizens of Kane County from communicable diseases, threats from hostile agents and environmental health concerns.

Issue 5: The County needs to take an active role in providing leadership for the County on the housing needs of the drastically changing population including attainable housing, affordable housing and senior housing issues.

Issue 6: Traffic congestion will continue to increase without significant additional funding.

Issue 7: The County needs to implement and perform scheduled updates of the current 2030 Land Use Plan, 2030 Transportation Plan, Countywide Stormwater Management Plan and Health Department I-Plan as well as the new Strategic Plan.



VII. Strategic Objectives

A. Discussion of Strategy Process

The Strategic Planning participants were organized into Subworking Groups, within categories based on the High Level Spider groups. These were the same 6 Subworking Groups that revised and validated the issue statements – one each for Operations/Organizational Structure, Resources, Staffing/Personnel, Growth & Development, Capital & Facilities, and Information/Communication/Cooperation. Each of the Subworking Groups reviewed the issues identified and brainstormed potential strategies to address those issues that were included in their issue category. As well, the Subworking Groups created rationale statements in order to validate why the strategy brainstormed will address the issue.

B. Strategy Assumptions

The detailed description of the strategies that follows should be read with the following information:

1. Every strategy, prior to implementation, should be carefully assessed to evaluate the risks and benefits of implementation to Kane County. This due diligence requires that the County evaluate the issues involved with implementation, the County's ability to successfully implement the strategy, and the resources needed for successful implementation, as well as ensuring sustainment of the change which the strategy envisions.
2. Every strategy which the County decides to implement should have a detailed implementation plan. Key components of implementation planning include a detailed time and task plan, resources responsible for implementation tasks and activities, performance metrics for the strategy, and a cost-benefit analysis which evaluates the specific costs of implementation versus the known and anticipated benefits of implementing the strategy.

C. Listing and Explanation of Strategies

Each of the six (6) High Level Issue categories is listed below, along with their sub-category issue areas. With each High Level Issue Category is a statement of Issue Evidence, which validates why the High Level Issue was identified as an area of relevance to Kane County, based on the County's unique characteristics and circumstances. Following the Issue Evidence is a description of each issue, along with strategies that were identified as viable options and action points through the Subworking Groups and the County Retreat.

Also included below for each High Level Issue Category is a brief Overview of the issue category, its issues, and the related strategies, along with Implementation Considerations for stakeholders as they seek to understand the Strategic Plan to implement it. For the benefit of implementation of the strategies, a selection of Best Practices has been included that provides relevant programs and procedures showing how other jurisdictions have addressed similar issues. These are not intended to be viewed as cookie cutter examples that can be duplicated in Kane County; however, they can provide valuable information and experience for Kane County as it implements the strategies in the Strategic Plan. Each of the Best Practices should be evaluated to determine the relevance to Kane County based on demographics, size, population,



challenges, or location. These Best Practices are listed with contact information, a brief summary, and links to websites, if available for the purpose of providing a sample of diverse programs which may be useful resources and networking opportunities for Kane County.

Included also in this section is a short summary of Obstacles to Implementation for every High Level Issue Category. These summaries describe at a high level the potential risks and problems that Kane County stakeholders may face while taking steps toward implementing the Strategic Plan. While this may include resistance from various parties or budget constraints, the obstacles are not meant to hinder the progress of implementing the Strategic Plan. Rather, they are meant to provide stakeholders with the opportunity to prepare, organize, and communicate appropriately so as to ease implementation by managing and mitigating any risks or barriers to implementation. Finally, the Stakeholders Needed for Implementation are listed. A non-exhaustive list of important parties, the Stakeholder list serves as a tool to assist those implementing the Strategic Plan in making the procedure as collaborative as possible. It also describes those Elected Officials, department heads and others who are most likely affected by the implementation of the strategy. Including all relevant parties will not only improve efficiency of implementation, it will also expand and diversify the resource pool as Kane County actively addresses each of its issues.

1. *High Level Issue Category 1: Operations & Organizational Structure*

a. Listing of Issue Statements Addressed by this Strategy

- (1) Board Responsibilities
- (2) Internal Control Statute Structure
- (3) Procedures

b. Issue Evidence

Historically, Kane County has operated with limited interaction between departments and offices. While in recent years the County has experienced some successes in building connections between departments (the further centralization of IT functions and the consolidation of HR and Payroll departments), there still are many issues the County needs to address to maximize the operating efficiency and effectiveness of the County's operations. Major efficiencies could potentially be realized through additional cooperation and coordination in the human resources and payroll departments. Another key area where efficiencies could be improved is the way County Departments share information across systems and data networks.

There are two major areas of concern the County must address related to policies and procedures. First, the County has a lack of documented, standardized, comprehensive policies and procedures. Second, the County is lacking a communications and enforcement mechanism for ensuring these new policies and procedures are communicated to and implemented by all departments and offices.



c. Issues and Related Strategy Statements

Issues & Strategies for (1) Board Responsibilities

Issue 1: The County Board needs to ensure implementation of the Kane County Strategic Plan.

Strategy: Develop, implement, communicate, and monitor the Implementation Plan for the Strategic Plan that includes:

- A detailed action plan, including:
 - Resource requirements;
 - Financing options;
 - Assignment of responsibility; and
 - Timeline for implementation.

Issue 2: The County Board needs a decision making process for both budgetary and non-budgetary decisions that is clearly communicated and based upon standardized priorities and established criteria.

Strategy: Develop, implement, and communicate consistent decision making criteria to be used by the County Board.

- Develop, implement, and communicate a standardized, comprehensive Budget Process.

Issue 3: The County needs to develop, adopt, and use a system to annually identify and impact legislative initiatives affecting the County.

Strategy: Establish a Legislative Committee to review laws passed by state and federal legislative bodies and raise public awareness of the impact of legislation.

- Work with County Board members and other area governmental organizations to develop a legislative agenda for the County.
- Meet regularly with area state and federal legislators to ensure the County's legislative agenda is communicated.

Strategy: Determine and evaluate the impact to Kane County of every state and federal law passed.

- Utilize an internal system or external contractor to identify and analyze all pending and final state and federal legislation that will have an impact on County operations.

Issue 4: The County needs to clarify and communicate appropriate responsibilities for all County offices and officeholders.

Strategy: Determine responsibilities of County Board members and Elected Officials in their various roles. Review and update as necessary.

- Utilizing the Service Inventory Matrix, and the State Mandate Matrix when complete, develop a summary document that outlines key roles and responsibilities for new Board members, committee members, Elected Officials and department heads.



- Provide training on roles and responsibilities as needed when new Board members, committee members, Elected Officials, appointed officials and department heads assume responsibility.

Strategy: Complete the State Mandate Analysis and communicate the inventory of mandated services to the relevant offices and departments, who will be responsible for updating the inventory of mandated services annually as part of the County budget process.

- Each department and office should evaluate its current service provision against that required by State statute and complete an inventory.

Strategy: Request the State's Attorney to determine the legislative impact of the County's population exceeding 500,000.

Issues & Strategies for (2) Internal Control Statute

Issue 5: The County needs to clarify the interpretation of the internal control statute for the County Board and Countywide Elected Officials.

Strategy: Propose and support legislation to remedy the uncertain interpretation of the internal control statute of the State of Illinois. If a legislative remedy is not possible, the County Board and Elected Officials should agree to a consensus on how the internal control statute will be interpreted on a going forward basis.

- Document this consensus in a memorandum of understanding or similar document.

Issue 6: The County Board needs to develop and communicate consistent standards in reporting requirements for all departments and offices.

Strategy: Develop, communicate, and implement standard report formats for departments and offices.

- Develop, communicate and implement standardized approaches for presenting financial, performance and other information to the County Board and Board Committees.

Issues & Strategies for (3) Procedures:

Issue 1: The County needs sufficient tools to provide necessary, timely and effective information to equip the County Board and Countywide Elected Officials to make informed decisions.

Strategy: Develop and provide sufficient tools to the County Board and Elected Officials, including:

- Accurate and timely financial data.
- Budget to actual reports.
- Performance Measurements.
- Service Inventory Matrix.
- State Mandate Analysis with Inventory of Mandated Services.



Issue 2: The County needs to develop, implement, communicate, maintain and enforce Comprehensive County Policies and Procedures for the Operations of the County while being mindful of the internal control statute provisions.

Strategy:

- Develop Comprehensive County Policies and Procedures
- Identify the department, office or committee that will be responsible for development and enforcement of policies and procedures.
- Monitor the development, implementation, and enforcement of these policies and procedures. As part of the monitoring, perform an annual review of all policies and procedures.
- Ensure training for all County staff and Elected Officials on all policies and procedures.
- Ensure policies and procedures are accessible to all staff and Elected Officials.

Issue 3a: The County needs improved, consistent procurement and purchasing policies, procedures and practices in the form of a centralized system to effectively meet the needs of the County.

Strategy: Develop and implement new central standardized procurement and purchasing processes, procedures and policies for the entire County to replace the existing services, including:

- Improve the responsiveness and turnaround time of the purchasing department when providing services to County departments and offices to expedite the procurement and purchasing processes.
- Consolidate countywide procurement and purchasing to improve the efficiency of these services and reduce County costs.
- Develop, implement, and use countywide procurement and purchasing processes based upon best practices.
- Incorporate budgetary coordination and the encumbrance process into the procurement and purchasing process.

Issue 3b: The County needs to provide for more effective management of required procedures, programs and projects as enacted by the County Board on a countywide basis.

Strategy: The County should establish a position to manage procedures, programs and projects, including but not limited to implementation of the Strategic Plan, according to established policies and actions enacted by the County Board to ensure effective implementation and compliance.

Issue 4a: The County needs to assess how departments and offices interact to identify areas where additional efficiencies can be realized.

Strategy: Flowchart the linkages between departments and offices, and identify duplication of services to increase efficiency and reduce costs.

- As part of the annual budget process, departments and offices should prepare a flowchart of the key functions of their operations and how these functions interact with other departments and offices from physical and system aspects.



Issue 4b: The County needs to initiate new programs and expand and improve existing programs that can significantly improve operational efficiency and effectiveness.

Strategy: Conduct a Cost Benefit Analysis, as needed, of new or expanding programs that may increase the effectiveness and efficiency of County operations, including but not limited to administrative adjudication, contract monitoring, EDP audits, document retention compliance, permitting, licensing and regulatory processes.

Issue 4c: The County needs to assess how services are provided.

Strategy: Conduct a Cost Benefit Analysis of County services, comparing:

- In-house service provision
- Outsourced service provision
- Centralization of services
- Departmental service delivery

d. Operations and Organizational Structure Overview

Addressing Kane County's issues regarding Operations and Organizational Structure are at the core of a successful implementation of the Strategic Plan. Providing accurate, consistent and timely information to decision makers is key in government entities. Because of the wide breadth of services provided by Counties, this need is even more pronounced. The development of standardized policies, procedures, roles and responsibilities are essential to improving efficiency and effectiveness of County operations. However, just as important is implementing a mechanism to ensure these policies, procedures, roles and responsibilities are enforced, and to ensure past challenges the County has faced in implementing wide ranging initiatives are not repeated.

e. Operations and Organizational Structure Implementation Considerations

The Strategies included in the Operations and Organizational Structure area represent the structural underpinnings that will allow the remaining initiatives of the Strategic Plan to be implemented. The development of standardized methodologies, policies, procedures, roles, responsibilities, and reporting formats will form the foundation that the other strategic plan recommendations can be built upon. All stakeholders must fully understand the process and see the merit and heightened efficiencies in implementing any new changes to operations or organization structures. Even a phased approach must include all stakeholders in the communication, as each part is important.

The majority of the Operations and Organizational Structure strategies should be treated as high priority during the implementation of the Strategic Plan and be addressed in the early stages of any Strategic Planning implementation efforts.

f. Operations and Organizational Structure Best Practices

(1) Board Responsibilities & (2) Internal Control Statutes:



- **City of Charlotte & County of Mecklenburg, NC**

The North Carolina region of Charlotte and Mecklenburg County, has a population of approximately 700,000. The City and County created a comprehensive scorecard reporting tool for Fiscal Year 2005 to evaluate city and county services and their management functions. The tool was created to also work within the established vision, mission, and strategic plan, to ensure that the city and county are achieving their goals.

Contact: Harry Jones
County Manager's Office
704-336-2472 phone

Performance Report:

<http://www.charmeck.org/NR/rdonlyres/eyd2yeo4zw65vjtn633rvamljhngj5sms6exv7vxvsieddgzriewqbibf23mmy6t35t3uyrrmur3wjyqxv6tpjudf/J18205.pdf>

City/County General Website: <http://www.charmeck.org/living/home.htm>

(3) Procedures

- **Franklin County, OH**

The Franklin County, Ohio government, which operates within the metropolitan region of Columbus, Ohio, sought new processes and performance measurements to improve its management practices and solve many of the fragmented problems that were rooted in a lack of departmental consistency. With consulting assistance in 2000, they issued a government "Report Card" in February of 2002. Many new programs developed as a result of the evaluation and planning process, including a *Managing for Results Program*, *Communications Program*, *Centralized Services Program*, and a *Project Development & Administration Program*.

Franklin County's success was featured in the following article:

<http://www.governing.com/gpp/2002/gp2fran.htm>

Contact: County Commissioners Mary Jo Kilroy, Dewey R. Stokes, and Paula Brooks
Franklin County Commissioners Office
373 S. High St., 26th Floor
Columbus, OH 43215
614-462-3322 phone
614-462-5999 fax
614-462-7588 Public Information
commissioners@FranklinCountyOhio.gov (E-mail)

County Commissioners' Programs:

<http://www.franklincountyohio.gov/commissioners/>

County General Website: <http://www.co.franklin.oh.us/fc/>

- **The majority of Counties in Northeastern Illinois have a position that supports the County Board and County Board Chairperson in the day to day management of the operations of County departments.**



DeKalb, DuPage, Kendall, Lake and McHenry Counties all have some form of position that is responsible for the management of County departments and for implementing the processes and procedures developed by the Chairman and the County Board. These positions range in title from Chief of Staff to Chief Operations Officer to County Administrator and the individual roles and responsibilities of the positions vary from County to County.

In establishing a similar position in Kane County, this individual would be charged with implementing the policy of the Chairman and the County Board and report directly to the County Board Chairman. The position would be accountable for ensuring compliance with all of the County Board directives, policies and procedures and for the coordination of the various activities of the County; and unify the management of its affairs. As in **Lake County, Illinois** this individual would also serve as a liaison with management in the offices of the County's Elected Officials.

An example of a comparable position can be found in Anne Arundel County, Maryland.

Anne Arundel County, Maryland employs a Chief Administrative Officer. A profile of the responsibilities of that office is provided below:

The Chief Administrative Officer is appointed by and responsible to the County Executive. The office assists the County Executive in the management, planning, organization and control, and in the executive and implementation of management programs and activities.

- **Orange County, FL**

Orange County, Florida houses large cities such as Orlando, and many suburbs, with approximately 900,000 County residents. Orange County created a system manual that details each department's purpose and program description. This tool is widely utilized and serves as the primary performance measurement tool for monitoring and evaluating County services and functions, and using results to create the most efficient and effective programming possible.

Contact: County Administration
201 South Rosalind Ave.
Orlando, FL 32801
407-836-0000 phone

System Manual Tool:

<http://www.orangecountyfl.net/cmsdocs/govern/budget/section7-performancemeasures.pdf>

County General Website: <http://www.orangecountyfl.net/cms/default.htm>

g. Operations and Organizational Structure Obstacles to Implementation

Kane County may experience resistance from employees in implementing new controls, policies, procedures, evaluation tools, and shifts in responsibilities. These are changes that



can affect the primary functions of individuals, which can involve conflict if affected parties do not fully understand the purpose or agree with the rationale.

Changes in procedures can also be time-consuming and gradual, with benefits coming greatest in the long-term but least in the short-term. With a positive attitude and united team effort, procedural changes will be quicker to reap benefits.

Board Members and Elected Officials may also be drawn more to higher profile initiatives that impact their core functions and constituencies and may be less inclined to focus the time and effort required to produce significant improvements in the area of operations and organizational structure, especially where immediate cost savings cannot be identified.

h. Stakeholders Needed for Implementation

- Board Members
- Elected Officials
- Department Directors and Office Managers
- Human Resources Department
- County Employees

2. *High Level Issue Category 2: Capital & Facilities*

a. Listing of Issue Statements Addressed by this Strategy

- (1) Organization of Facilities
- (2) Facility Space and Condition

b. Issue Evidence

The demand for the volume and efficiency of services provided by Kane County is higher than ever, yet Kane County's government facilities are distributed over a wide geographic area on eight parcels of land comprising hundreds of acres throughout the County.

Due to the lack of consistency between sites and the widespread geography, Kane County citizens experience increasing confusion over service delivery. Users are unsure of where various services are offered, where to obtain assistance, and which facilities offer which services. In some cases, several locations offer duplicate services, and the lack of interdepartmental communication and document exchange contributes to the confusion over County processes and protocol. These functional issues also produce additional security risks as facility security varies site to site. Facility age is also a major issue, as older facilities cause concern over environmental health risks and dangers to staff and citizens.

Additionally, the fragmented site circumstances hinder County personnel's sense of teamwork and cohesion, and may contribute to the lack of collaboration and solidarity between departments and facilities. For these reasons, Capital and Facilities are high priority strategies; facility planning and capital planning are the steps to achieving a higher level of service delivery with a centralized approach.

c. Issues and Related Strategy Statements



Issues & Strategies for (1) Organization of Facilities & (2) Facility Space and Condition

Issue 1: The County needs to develop and implement a Comprehensive Countywide Facility Plan to coordinate all facility-related capital projects.

Strategy: Develop and implement a 5-year Capital Plan and Capital Budget, including:

- Long-term and short-term maintenance plan
- The impact of technology on space needs
- Development of a Security Plan for all County facilities and an update of this plan as services are relocated and centralized.
- Identify and prioritize current Capital needs for offices within the 5-year period.

Strategy: Centralize facilities at the Judicial Center with satellite facilities when appropriate in the Aurora and Elgin areas to increase efficiency and service.

- Develop and implement a 2030 Facility Master Plan, including:
- Prioritize departments for centralization, including estimated facility needs through 2030, and develop the timeframe and funding for implementation
- Coordinate sharing of facilities at satellite offices
- Review lease arrangements on all leased facilities, including buy options
- Conduct a feasibility study on financing centralization through sales of existing facilities and other uses for vacant facilities
- Assess the viability of consolidating the Sheriff's existing 911 Center with other 911 Centers in the County

d. Capital and Facilities Overview

Addressing Kane County's issues regarding Capital and Facilities will take thorough planning in a collaborative setting with all relevant stakeholders present. The 2030 Facility Master Plan will begin to ease the issues by confronting the current challenges of facility organization, facility condition, facility space/capacity, maintenance of facilities and infrastructure, expansion needs, and upgrades. The lack of present coordination and planning contributes to inefficiencies, whereas a comprehensive Facility Master Plan that addresses the capital and facility needs in various aspects will assist the County in recognizing needs earlier, and having the opportunity to improve all facilities concurrently.

e. Capital and Facilities Implementation Considerations

The current environment has a serious lack of coordination and collaboration between departments and offices, which will need to be carefully addressed as the strategic plan is implemented. Decision-making impacts all levels of government, which means that financial impacts are felt by Kane County government when another entity makes various decisions regarding development, zoning, infrastructure, etc.

As population growth continues, Kane County struggles to meet the increasing demand of citizens for services and facilities. This growth is also impacting infrastructure and public safety, creating a critical need for the County to expand its programs and services while developing coordinated and efficient facilities. Kane County will face challenges with the current environment in obtaining the necessary capital to streamline facilities, coordinate operations, and improve intergovernmental (and even inter-facility) relationships. It should



learn from relevant Best Practices, engage in collaborative efforts, and seek as many funding opportunities via creative financing, grants, and other incentives as possible. The development and implementation of a 2030 Facility Master Plan and a 5-Year Capital Plan & Budget will prove to be positive steps for Kane County in solving its issues and bringing together stakeholders on strategies.

f. Capital and Facilities Best Practices

- **Johnson County, Kansas: Facility Master Plan**

The Johnson County government, which operates within the metropolitan region of Kansas City, Missouri, has nearly the same population as Kane County and continues growing rapidly. It engaged in a comprehensive facilities planning process to anticipate the facility needs of County administration, and also planned for the implementation given the limited resources and various growth/expansion resource options. Most significantly, Johnson County was careful to align its Facility Plan with all of the County's strategic objectives and goals. In their own words, their process resulted in a planning tool that "informs the organization, provides a framework for sound decision making, and enables the County to effectively anticipate, respond to and manage change."

Johnson County's success was featured in the following article:

<http://www.archibus.com/success/johnsoncounty.htm>

Contact: Joe Waters, Director of Facilities Management
Johnson County Facilities Management Department
11 S. Cherry St., Suite 1100
Olathe, Kansas 66061
913-715-1100 phone
913-715-1130 fax

Plan: <http://facilities.jocogov.org/SFMP/sfmpTOC-2006.htm>

County Department Website: <http://facilities.jocogov.org/>

County General Website: <http://www.jocogov.org/>

- **County Capital Plan and Budget:**

Lake County, IL Forest Preserve District: Lake County, Illinois' Forest Preserve District has re-engineered its Capital Improvement Plan to plan more appropriately for the next 5 years in accordance with its mission and vision. The 5-year plan is updated annually to identify and coordinate funding requirements for improvement needs, as they are identified and prioritized.

http://www.lcfpd.org/docs/media_pub_23986.pdf

g. Capital and Facilities Obstacles to Implementation

Implementation of a 2030 Facility Master Plan and a Five-Year Capital Plan and Budget may be hindered by the County's present limited level of stakeholder communication, coordination and cooperation. With a rapidly growing population and changing



demographics, it will be difficult to prioritize and map the direction the County should go. Further, the County will need to bring together directors of all facilities and departments to assess future capital and facility needs and align these needs with current strategies based on the Strategic Plan, the 2030 Facility Master Plan, as well as the County's mission and vision. Encouraging County stakeholders to be open-minded to necessary facility consolidations, human resource changes, and process improvements may be difficult, but will be necessary in order to achieve higher efficiency in the long run. Long run gains will be also found in expanded funding opportunities as managers and decision-makers will have greater resources to locate financing options.

h. Stakeholders Needed for Implementation

- County Board
- Elected Officials
- Departments and Offices (especially those not already consolidated in the JJC campus)
- Citizens of Kane County

3. *High Level Issue Category 3: Information, Communication, and Cooperation*

a. Listing of Issue Statements Addressed by this Strategy

(1) Information Technology

(2) Communication

b. Issue Evidence

Kane County's functions are hindered by a lack of fluid communication, coordination and cooperation between the County Board, Elected Officials, departments, offices, and the public. There is a lack of coordination in service delivery and information-sharing, which contributes to inefficiencies in County operations. While the County has made great strides recently in the areas of information technology and GIS resources, these functions are still not utilized to full capacity, which could assist in improving the effectiveness and efficiency of the County. As service demands increase and change, the County needs to better manage how it communicates internally and externally. More effective information management can improve all County operations to add value to Kane County.

c. Issue and Related Strategy Statements

Issues & Strategies for (1) Information Technology

Issue 1: The County needs to improve the integration and coordination of the County services through the implementation of new technologies including Countywide Enterprise Resource Planning (ERP) and Document Management systems.

Strategy: Implement an ERP solution to encompass finances, purchasing, HR, etc. as well as develop related implementation strategies for this process.

- Implement a standard ERP system across all County departments and offices.



- Incorporate significant training and organizational change management resources to assist all departments and offices with the implementation.

Strategy: Coordinate cooperation of Kane County IT with governmental units within Kane County through a County IT forum, project meetings, and newsletters. Communicate the responsibilities of the County's centralized IT department to all departments, offices and external users.

Strategy: Dedicate resources to improve Countywide technology integration, including an integrated Document Management System and increased integration of the jail database, court system database and other crime databases. To improve integration, where available, industry-based solutions should be utilized on new technology projects, such as the Global Justice XML format.

Issue 2: The County needs to develop and implement an efficient, effective and secure standard document management, archival, storage and retrieval process with policies and procedures.

- Implement a training program for archiving and destruction of records and internal communication related to document retention.
- Develop a space plan for document storage and imaging capacity.

Issues & Strategies for (2) Communication

Issue 3: The County needs improved internal and external communication and coordination of the services provided by County departments and offices including updating website content, clarifying signage at County buildings and addressing language barriers.

Strategy: Develop and communicate Countywide standards and guidelines for interdepartmental communication, inter-office communication and communication of information to the public including:

- Voice, Data, Publication, Signage Standards
- ADA and bilingual
- Level of detail on County services
- Frequency of updates
- Training program for staff
- Identify translators
- FOIA process and procedures

Strategy: Implement an improved County website with a basic, uniform boilerplate template of basic data for each department and office with links to additional sites for departments and offices where appropriate. Incorporate bilingual information into the website as well as printed materials including a County Service Directory in Spanish.

Strategy: Perform a Cost Benefit Analysis of automated communication solutions, such as an automated 311 phone directory system and a Reverse 911 automated call system.



d. Information, Communication, and Cooperation Overview

Kane County needs to implement strategies for Information, Communication, and Cooperation if it wishes to not only advance in preparation for the future, but also simply to keep up with present demands. Information technology, data management, information sharing, and intergovernmental cooperation are key ingredients to successful County operations, and must be present in order to continuously increase value for the community.

e. Information, Communication, and Cooperation Implementation Considerations

Implementing strategies to improve Information, Communication, and Cooperation should integrate open information sharing and good faith efforts to cooperate across departments and functional areas. In order to foster cooperation, each office must feel generally valued and well-represented in the Strategic Planning implementation process. Continuous updates and specific short and long term targets will be important. As well, appropriate training and organizational change management are important as new policies, procedures and initiatives are implemented.

f. Information, Communication, and Cooperation Best Practices

(1) Information Technology

• **City of Madison, WI**

In 2005, the growing city of Madison, Wisconsin finalized a comprehensive IT plan that defines where the department is going, its goals and targets, and for what the City will and will not be responsible now and in the future. Madison recognized the importance of IT in each and every department and for every City function, and made IT planning a high priority, just as many local governments create plans for budgeting or legislation. Madison's clearly-defined web-use policies are also some of the most transparent and innovative in the field, as well.

Contact: Richard Grasmick
Director of Information Systems
608-266-4454 phone
is@cityofmadison.com (E-mail)

Mission: <http://www.ci.madison.wi.us/is/mission.html>

Strategic Direction: <http://www.ci.madison.wi.us/is/direction1.html>

Strategic Plan: <http://www.ci.madison.wi.us/is/Strategic%20Plan.pdf>

Web Policy, Standards, Guidelines:
<http://www.ci.madison.wi.us/is/pdf/WebPoliciesStandardsGuidelines.pdf>

County City Website: www.ci.madison.wi.us

• **Montgomery County, MD**



Montgomery County, Maryland is in the Washington D.C. metropolitan area with a large population of 750,000 residents (and growing). It faces similar issues that Kane faces as a large county outside a huge city. Its issues relating to land, population growth, and scarce resources are quite similar.

The Montgomery County Enterprise Data Center and its technology service offerings provide a good reference for Kane County as a long term future goal for IT. Montgomery County Technology Services Dept has won several awards for its web development and services. Quotes an article from the National Association of Counties (NACO):

"The Montgomery County, Maryland, Department of Technology Services (DTS), Enterprise Infrastructure Division, Host Operations section provides 24x7x365 coverage of the County's main Enterprise Data Center. It encompasses mission-critical systems used throughout the County's enterprise network. Services maintained and offered include mainframe and server support operations, Storage Area Network (SAN) operations, server backup & recovery services, server hosting services, network operations support, remote access services monitoring, help desk, high-speed laser printing services and disaster recovery services. The Enterprise Data Center has been in existence for many years, but significant improvements have been made in the last two years that have greatly improved the quality and the effectiveness of the Center. The DTS enterprise Data Center includes a wide range of hardware platforms and operating systems from an IBM 2066 z800 server, IBM RS/6000 AIX servers, SUN Sparc servers, Microsoft NT/W2K and Novell Netware Servers. The Data Center also serves as the network hub for the County's wide-area network (WAN). The goal of running the Enterprise Data Center is to team, and work as partners with the major application and system support sections of the department and with decentralized IT staff. In addition we identify the optimal implementation and use of technologies to be placed and run in a central, highly secure and proactively monitored 24x7 environment. We strive for high customer satisfaction and right-sizing the Data Center operations in the constantly evolving and changing needs of the IT world."

Contact: Michael Knuppel
Chief Technology Officer
Department of Technology Services
Executive office Building
Rockville, MD 20850
240-777-8006 phone

Article from National Association of Counties:

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2003info62

Technology Services Department Strategic Plan, IT Architecture, IT Project Management Methodology, and more:

<http://www.montgomerycountymd.gov/dtstmpl.asp?url=/Content/DTS/stratPlan.asp>

Note: The Montgomery County CIO engaged in a June 2006 Peer Review for IT in the Washington D.C. area. This Peer Review is fairly advanced with complex mechanisms; however, it provides a valuable example of how countywide/regional coordination, feedback, and collaboration help maximize the quality of Information,



Communication, and Cooperation. See contents of web link for in depth information about the IT Peer Review:

http://content.wmata.com/board_gm/board_docs/060106_ITPEERREVIEW.pdf

- **City of Indianapolis and Marion County, IN:**

The Indianapolis, Indiana area operates a web portal called IndyGov that has won awards consistently 1997-2002 and boasts current (2006) policies that are accessible and contain innovative design. The site not only includes helpful examples of best practices for IT Governance, but it also includes best practices for its policies, departmental organization, and procedural functions.

Contact:

Suite 1942, 200 E. Washington St.

Indianapolis, IN 46204

317-327-3100 phone

317-327-3756 fax

Information Services Agency organization:

<http://www.indygov.org/eGov/County/ISA/AboutUs/isa.htm>

IT Governance:

<http://www.indygov.org/eGov/County/ISA/AboutUs/ITGovern/home.htm>

Information Services Vision & Strategy:

<http://www.indygov.org/eGov/County/ISA/AboutUs/vision.htm>

- **Intel 's Blueprint and Solutions for Local Government Resource Planning:**

Intel Corporation's 2002 published report includes a blueprint for resource planning, which serves as a good reference regarding the fundamentals of Resource Planning in integrating existing information systems into a streamlined, thoughtful process.

Contact: solutionblueprints@intel.com

Intel Published Article:

<http://www.intel.com/business/bss/solutions/blueprints/pdf/ivisions0228.pdf>

g. Information, Communication, and Cooperation Obstacles to Implementation

Kane County's potential risks may include the desire to take on too many changes too quickly regarding information technology, or to attempt to exceed its needs by acquiring more complex technology than is needed. It is imperative that a qualified team assesses the current technology environment and through a collaborative process prepare a comprehensive plan that encompasses all departments and offices, all stakeholders, and a flexible timeline.



Alternatively, a potential obstacle to implementing the Strategic Plan regarding Information, Communication, and Cooperation is a general resistance to and intimidation of technological change, and therefore a lack of understanding and buy-in on behalf of employees and decision-makers. Open-mindedness and cooperation will be important ingredients to achieving Kane County's technology-based goals.

h. Stakeholders Needed for Implementation

- County Board
- Elected Officials
- Department and Office Heads
- Information Technology directors, managers, employees, subcontractors, and consultants
- County and Office Public Information Officers and other County communication personnel
- All employees
- Kane County media

4. *High Level Issue Category 4: Resources*

a. Listing of Issue Themes Addressed by this Strategy:

(1) Funding

(2) Budget

b. Issue Evidence:

As Kane County's population continues to experience rapid growth, the County is experiencing escalating demands for additional existing services, new services not currently offered by the County, larger facilities and improved infrastructure. To be able to address these demands, the County will require a substantial influx of additional funding from a combination of additional budget reductions, increases in existing revenue sources and identifying and enacting new revenue sources.

c. Issue and Related Strategy Statements:

Issues & Strategies for (1) Funding

Issue 2: The County Board needs to generate additional revenue sources and/or limit expenses for the County to provide sufficient resources to address demands related to growth (unfunded mandates, the landfill closure, etc.).

Strategy: Maximize the County's efforts to increase state and federal funding, including:

- Programs and grants:



- Consider earmarking limited resources to assist in identifying additional grant funds available to the County from state, federal and private sources.
- Consider acquiring additional grant writing expertise either on staff or contractually.
- Federal Transportation Bill, Annual Federal Appropriations
 - Utilize newly formed Legislative Committee to ensure County's transportation needs are communicated to legislators in Washington.
- IDOT Annual Program
 - Utilize newly formed Legislative Committee to ensure County's transportation needs are communicated to legislators in Springfield.
- Increased coordination with the Council of Mayors
 - The Board Chairperson and Board Members should build relationships and consensus on key issues with other County governments and organizations including the Council of Mayors.
- Analyze state and federal funding (funds received vs. taxes distributed)
 - The County Board and Legislative Committee should communicate the funding needs of the County to federal legislators, state legislators and local governments.
 - The County should create and present an analysis that explains, at both the Federal and State level, that the residents of the County are paying more in taxes and fees than the direct funding and indirect value of provided services by the state and federal governments.
- Analyze Motor Fuel Tax distribution inequalities
 - Determine the additional tax revenues the County could potentially receive if motor fuel taxes were distributed on a point of sale basis, and communicate this information to area legislators.

Strategy: Evaluate current and available local funding sources, including:

- Evaluate all fee-based revenues compared to cost of related operations (including if additional fees can be charged for services)
 - The County should ensure that the Service Inventory Matrix is completed and periodically refined to update cost and revenue data associated with major County functions and services.
 - The County should use the Service Inventory Matrix to determine how various services subsidize or are subsidized by other functions and/or general revenues.
 - The County should then use the subsidy information as a basis for setting County jurisdiction fee-based revenues or communicating to the area legislators the need for a change in fee-based revenues when the fee is set by external entities.
- Commit to continue to levy the maximum amount under the tax cap.
- Craft and disseminate a public awareness message about the small percentage of overall tax bill that is levied for County government
- Consider the impact of an increase to the County's Local Option Motor Fuel Tax on the finances of the County in comparison to the economic impact on residents, businesses and other stakeholders within the County.
- Analyze sales tax compliance
 - For large sales tax generating entities located within the County's jurisdiction, ensure that the County's share of these sales taxes is being properly remitted to the County.



- Propose legislation to require the Illinois Department of Revenue to assess, collect and remit the County share of delinquent tax collections when it recovers said funds from audits, settlements and amnesty programs.
- Continually revisit criteria for awarding Riverboat Grants
- Identify impact of landfill closure and whether to fund or how to fund programs currently supported by these funds

Issue 3: The County should maximize assessment and collection of revenues for all departments and offices including fees, licenses, and fines to ensure the costs to provide services are being recovered, where possible.

Strategy: Contract with an external entity to identify and/or determine past-due fees, fines, and other uncollected revenues, and collect these additional revenues.

- There are a large number of entities that specialize in collection of past-due governmental obligations. Many of which will provide services on a contingency basis, where the County will only incur costs for the services on the funds that are collected.

Issue 6: Transportation and other departments/offices with extensive cash holdings need to plan and communicate the timing of their cash needs to the Treasurer's Office to maximize available resources and produce additional investment returns for the County.

Strategy: Implement a Countywide Cash Management Plan.

- The Department of Transportation and other departments/offices with extensive cash holdings, especially those which are capital in nature, should develop projected draw schedules to estimate their cash needs and provide these schedules to the Treasurer's Office.
- There should also be a regular meeting/conference call between the Treasurer's Office and relevant departments and offices to communicate any potential revisions to the draw schedules.
- By providing the Treasurer's Office with the data it needs to better manage the Cash and Investments of the County including investing more funds in longer term instruments, the County could generate significant additional investment income.

Issues & Strategies for (2) Budgeting

Issue 1: The County needs to provide funding for all statutorily mandated services which should receive priority over non-mandated services.

Strategy: Ensure that the County is aware of all statutorily mandated services and provides funding for these statutorily mandated services.

- As the County implements a consistent standardized budget process with defined decision making criteria, the County's obligation to fund all statutory mandates should be integrated into this process.
 - All departments and offices should be required to update their listing of statutory mandates on an annual basis as part of the budget process.



- The Legislative Committee should also be charged with communicating new statutory mandates or revisions to existing statutory mandates as part of its obligation to review all new legislation impacting the County.

Issue 4: There is a need for budget accountability and responsibility for all departments and offices. The County needs to understand the impact on the budget regarding personnel decisions during the budget year (i.e., hiring and raises), and the procurement encumbrance process.

Strategy: Establish procedures where purchase orders cannot be obligated, funds encumbered, or hiring and raises implemented if these amounts exceed budgetary authority.

- The Financial Analysis section includes a recommendation for incorporating a position control process into the County's budgeting process with periodic budget to actual reporting, and prohibitions on hiring or raises not included in the department or offices budget.
- The Financial Analysis section also includes a recommendation for an encumbrance system that will not allow a purchase order processed or vendor invoice paid if no budget authority exists for the transaction.

Strategy: Analyze the impact of a potential finance policy to allow limited transferability (2% or 3%) between selected budget line items without requiring approval by the County Board.

- The Financial Analysis section includes a recommendation for the County to consider implementing limited budget line item transferability.

Issue 5: The County needs to look at multi-year budgeting for capital expenditures.

Strategy: Develop a 5-year Capital Plan and Capital Budget.

- The need for a 5-year Capital Plan and Capital Budget has already been presented in the Capital & Facilities issue area.

Issue 7: The County needs to address the impact of increased County health care costs, including retiree health care costs, on the financial condition of the County.

Strategy: Consider ways to reduce County health care costs, including but not limited to wellness programs.

- As the County develops a consistent negotiating strategy for human resource related contracts, the County should incorporate options to better manage health care costs including:
 - Varying coverage percentages for in and out of network services to reduce costs.
 - Changes to prescription co-pays to recover additional costs and steer patients toward less costly generic alternatives
 - Only reimburse employees at the generic rate if a viable generic drug is available, with the employee responsible for the difference if they choose the brand name alternative.
 - Increasing the employee contribution percentages.
 - Implementing a financial incentive for employees to "opt-out" of coverage.
 - Developing an alternative health plan with limited coverage and limited or no employee contributions.



- Mandate that the County's insurance assume a secondary role for all spouses and dependents with other health insurance providers.
- Providing free confidential health care screenings for all employees to assist in identifying potential health concerns early on where they may be treated in a less costly manner.
- Instituting wellness programs for County staff.
- Require retirees to carry Medicare & Medicare Part B as their primary insurer
- Analyze the cost/benefits of a self-insurance or risk pool approach partnered with catastrophic claim reinsurance coverage.

d. Resources Overview

Addressing Kane County's Resource Issues requires the County Board, Elected Officials and Departments to address the current resource requirements, as well as to take actions to ensure significant resources are available in the future to provide for the expanding demands the County will face as the population experiences rapid growth and significant demographic shifts.

e. Implementation Considerations

The majority of the Strategies to address the Resources Issues will require significant effort, political will and cooperation from the County Board, Elected Officials and County departments and offices.

Many of the Funding Strategies will require the County to establish and communicate its need to external parties including federal legislators, state legislators, other local governments, community advocates, business leaders and the citizens of Kane County. While the implementation of increased external collection efforts and increased internal cash management planning will not require the same level of external buy-in as many of the options, these two strategies will require additional internal cooperation and coordination.

The Budget Strategies as well as several Financial Strategies are closely linked and in some cases dependent upon strategies in other sections of the strategic plan. Examples include the creation of a new Legislative Committee to champion the County's legislative initiatives and the implementation of a new ERP system to provide tools to better manage the County's finances.

f. Resources Best Practices

- **Revenue Maximization Project: San Bernardino County, CA** (*Population 1,418,380*)

The Revenue Maximization Project involves a partnership between the County of San Bernardino and a consulting firm for increasing federal revenues to the County to help pay for expenses. The Project began in April, 2001 with the revenue investigations expected to continue through December, 2005. This project is unique because of the significant degree of County involvement in enabling the revenue investigations to generate considerable additional revenue. County administrative support staff worked directly alongside both the consultant and department staff to facilitate relationships and increase understanding of expected goals. This unique involvement included two County staff members dedicated to independently



analyzing revenue proposals and their impacts, assisting in the implementation of system changes, developing cooperation from County program staff, and developing effective administrative processes to ensure good communications and effective decision-making.

Contact: Joyce Micallef
Administrative Services Supervisor II
Human Services System Administration
150 S. Lena Rd.
San Bernardino, CA 92415
909-388-0275 phone
909-388-0182 fax

NACO Article:

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2005fisc2

- **Macomb County, MI: Healthstyles Wellness Program** (*Population 717,400*)

Healthstyles is a worksite wellness program for Macomb County employees. The Healthstyles program is administered under the guidance of the Risk Management and Safety Department and is staffed completely by employee volunteers from various departments throughout the County. Over the last 3 years the program has undergone significant changes – from only hosting two incentive programs to offering year-round activities, and incentive programs culminating with an annual luncheon for employees who participate regularly. Healthstyles offers a wide variety of activities including, but not limited to, educational seminars, after-work recreational events, and a monthly newsletter. Individuals with physical limitations can participate in most programs utilizing approved substitutions. The committee tracks employee participation and those eligible for incentives and/or the annual luncheon are automatically notified.

Contact: Richard Gasowski
Director, Risk Management and Safety
1 South Main St.
Mt. Clemens, MI 48043
586-469-6349 phone
586-469-7902 fax

NACO Article (2005):

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2005heal40

- **Mecklenburg County, NC: Tax Collection GIS**

Mecklenburg County's Tax Collections GIS is a unique tool that allows Mecklenburg County tax collectors to make better use of their field collection time and maximize their potential revenues collected. By having access to maps showing unpaid taxes,



collectors can select an area for collection activity and then identify all the unpaid accounts that are in that immediate vicinity. With this new tool, collectors no longer have to make repeated trips into the same area because they were not aware of other unpaid accounts that were nearby. Each day the Tax Collections GIS refreshes its maps to remove payments received. This makes it possible for Tax Collectors to only look at maps that show unpaid accounts. These accounts are color-coded so that the higher-dollar accounts are easily identifiable. With this tool, the Office of the Tax Collector can conduct field operations geographically. Working accounts that are in close proximity to one another reduces driving time and maximizes out-of-office productivity.

Contact: Tammy Dixon
GIS Manager
Information Services & Technology
700 North Tryon Street
Charlotte, NC 28202
704-336-6629 phone
704-336-3846 fax

NACO Article (2003):

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2003fisc13

- **Refund Interception for State Agencies & Local Governments**

Sec. 71.93 and 71.935, Wis. Stats., permits the Wisconsin Department of Revenue (DOR) to intercept, or set off, taxpayer refunds, other refundable credits and lottery prizes against certain debts owed other state agencies and local governments. Refund interception for state agencies will occur only after any amounts due DOR are satisfied. Refund interception for local governments will occur only after any amounts due DOR and other state agencies are satisfied.

Debts are established and maintained through file maintenance transferred electronically between DOR and the state agency or local government. Debtor information is edited and compared to the DOR income tax history file and the state agency or local government is notified whether the debt has been accepted for certification. When a refund successfully matches a certified debt, the agency or local government is notified and requested to verify the debt balance.

Participating state agencies and local governments are notified weekly of amounts set off to debts. Checks are sent weekly for the full amount set off for that period. Quarterly, DOR bills each agency and local government for administrative expenses.

Qualified Debts (Local Governments): Local governments may certify any unpaid fines, fees, restitutions or forfeitures of at least \$20, certain parking tickets, and any other debt that is at least \$20, provided the county or municipality gives the debtor reasonable notice and an opportunity to be heard with regards to the debt. The statutory authority does not provide for collection of property taxes



and delinquent real estate taxes. The certifying local government must notify the debtor, in writing, within 5 days of certifying the debt to DOR. Notification must include the basis of certification and the debtor's appeal rights, if any.

More Information: <http://prd2p.it.state.wi.us/dorapp/pubfaqs.html>

g. Resources Obstacles to Implementation

As noted above, many of these strategies will require significant internal and external buy-in. Internal County departments and offices will be required to increase their level of coordination and cooperation. Political conditions in the County, the State of Illinois and the Country could potentially create obstacles to implementation. Economic conditions both across the country and within the State and County including the price of gas, increasing tax burdens from schools, municipalities and special districts, could impact the implementation of certain strategies.

h. Stakeholders Needed for Implementation

- Citizens of Kane County
- Kane County Board
- Kane County Elected Officials
- Kane County Departments and Offices
- Unions representing Kane County employees
- Other Governments and Government Organizations within Kane County
- State Legislators representing Kane County
- Federal Legislators representing Kane County

(5) *High Level Issue Category 5: Staffing & Personnel*

a. Listing of Issue Statements Addressed by this Strategy

- (1) Training
- (2) Staffing
- (3) Compensation

b. Issue Evidence

Kane County's needs for staffing, training, and compensation are relatively unknown simply because County decision-makers do not have access to information on a Countywide level related to the staffing demands of the County both in terms of the number of staff required and the required skills and training of those staff. By assessing personnel skills, deficiencies, and development, the County will greatly increase in efficiency as leaders will better assign tasks and hire the most qualified individuals based on departmental needs. This assessment of staffing demands will need to be an on-going process as internal decisions (targeted program expansion, implementation of new technologies, etc.) and external decisions (unfunded mandates, new election laws, etc.) can have a significant impact upon the staffing needs of the County both from a number of staff and a required skills component.



c. Issue and Related Strategy Statements

Issues & Strategies for (1) Training & (2) Staffing

Issue 1: The County needs to provide consistency in job duties and the compensation for similar positions within County government.

Strategy: Update job descriptions for all positions.

- Have employees draft initial job descriptions as part of their annual review process, with these descriptions further refined by supervisors and department heads
- Have human resources perform a consistency review of positions providing similar services across departments and offices.

Strategy: Analyze consistency of job classifications and compensation scales. Develop and implement a compensation plan to address any inconsistencies.

- Develop a multidisciplinary team including representatives from the Human Resources department and the Human Resources functions within departments and offices to develop consistent job classification and compensation scales.
 - As many of the job classification and compensation revisions will require contract revisions, this initiative should be integrated with the standardized contract negotiation effort.

Issue 2: The County needs to assess training/professional development needs for all staff.

Strategy: Perform assessment of skill needs by the County, including:

- Inventory and assess professional positions within the County, desired skills of these positions, and analyze whether current staff has these skills.
- Inventory and assess soft skills within the County (dress standards, punctuality, customer service requirements) and whether current staff has these skills.
- Inventory and assess laws and regulations of which employees need to be aware in performing their regular daily functions and their current level of awareness.
- Inventory and assess licensing requirements required for certain County positions and ensure staff have and maintain appropriate licensure.
- Develop and fund training plan to address priority gaps between skill needs and actual staff qualifications.

Issue 3: The County needs to assess staffing of all County departments.

Strategy: Perform an assessment of the staffing needs, including how the redesign of business processes and implementation of new technologies will affect departments' /offices' staffing needs.

- For all business process redesigns and technology improvements, require a cost benefit analysis including detail on how efficiencies will be realized at the end of the project, and how cost savings will be redistributed.
- For all business process redesigns and technology improvements, require a close-out report on how the actual project results compare to the projected results in the cost benefit analysis and the financial impact of any discrepancies.

Strategy:



- Analyze staff levels based on services provided as part of the annual budget process, including whether funding continues to exist for grant supported staff members.
- Develop and implement procedures to assess the qualifications of an applicant compared to skill requirements of open positions.

Issues & Strategies for (3) Compensation:

Issue 4: The County needs to secure financial resources to provide competitive total compensation (salary and benefits) that will attract and retain qualified staff.

Strategy: Determine if County employees are properly and fairly compensated (work hours, benefits, pension) by position type compared to governmental peers and the private sector.

Issue 5: The County Board and Elected Officials need information to keep them updated on issues that affect their roles and responsibilities in relation to the operations of the County.

Strategy: Develop on-going training program for County Board and Elected Officials.

- Develop standardized training session for new County Board members and new Elected Officials.
- Develop or identify Continuing Professional Education type sessions for County Board members and Elected Officials.
- Encourage Board Members and Elected Officials to become more involved in relevant Professional Organizations.

Issue 6: The County needs to address employees equitably and take responsibility for the financial impact of human resource related contracts including the impact of health care costs and employee contributions.

Strategy: The County should increase the coordination of human resource related contract negotiations related to wages, fringe benefits and other areas of compensation by developing and implementing a comprehensive approach to negotiations to be applied in a uniform and consistent manner by all departments and offices.

d. Staffing and Personnel Overview

Ensuring that Kane County has an adequate number of staff with the appropriate skill sets in the required positions is crucial to the successful day-to-day operation of the County. The County's staff has the potential to obtain a higher level of productivity and to achieve greater value, provided that a comprehensive review of current staff skills, goals, career development, and competencies is performed. Maintaining information about staff abilities and developing new training opportunities will be important components for County leaders. By accessing this information, decision-makers will more completely identify and understand their resources, and will be able to target current deficiencies with available training, development tools and hiring.

e. Staffing and Personnel Implementation Considerations



Kane County's current environment can demonstrate many successes due to an excellent staff. However, the County has room for improvement if it can better assign tasks based on current abilities and qualifications. Training programs for staff development will not only help maximize resources and expand staff skills, but will also increase staff's job satisfaction and motivation. In implementing these Staffing and Personnel strategies, Kane County should focus on encouraging its staff to have an attitude of ongoing improvement, rather than allowing staff to feel unqualified or that they are not well-trained to provide County services.

f. Staffing and Personnel Best Practices

(1) Training

• **Lucas County, OH**

Lucas County, Ohio houses Toledo, a large metropolitan Midwestern area that founded the L.E.A.D. Program – Leaders Emerging and Developing, for its County employees. The National Association of Counties (NACO) describes in its article: *"Lucas County L.E.A.D. (Leaders Emerging And Developing) is an ongoing process using a variety of learning opportunities and methods to create a leadership "laboratory" where selected Lucas County employees who are not currently in supervisory positions can learn and practice key concepts of what we refer to as "everyday leadership" or "leading from the middle of the pack". Based in part on the principal of "servant-leadership" and built on a foundational belief that leadership is action, not position or title, the value of LE.A.D. is enhanced due to its ability to influence the public service culture of our organization by uniformly exposing individuals from many different County agencies, departments & courts to the shared values of leading by serving, thriving in times of change, and personal accountability"*

Contact: Brian Cunningham
Coordinator of Training & Organizational Development
Lucas County Human Resources Department
1 Government Center
Toledo, OH 43604
419-213-4535 phone
419-213-2092 fax

Program:

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2004pers23

County Website: <http://www.co.lucas.oh.us/>

(2) Staffing

• **Hennepin County, MN**

In 2004, Hennepin County, Minnesota (Minneapolis, St. Paul region), home to over 1 million residents, initiated a comprehensive Human Resource Skills Matrix that documents employee skills, skill levels, role histories, and training needs. This tool is a database in Lotus Notes that can match skill sets to needs, allowing shifts based on organizational needs and increased efficiencies. The Hennepin County Children, Family, & Adult Services (CFAS) Human Resource and Information Technology staff developed the Skills Matrix in-house during a period of budget-driven mass



reassignment, coupled with the many new worker roles that were redefined by major reconfiguration of the department.

Contact: David Waage
Human Resources SAA
Human Services Department
A-1600 Government Center
Minneapolis, MN 55487
612-348-7593 phone
612-348-5173 fax

Skills Matrix:

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2004pers30

County Website:

http://www.co.hennepin.mn.us/vgn/portal/internet/hcdetailmaster/0,2300,1273_1720_100047186,00.html

General Human Resource Best Practices

- **International Public Management Association**

Using data from 2001, the International Public Management Association published Best Practices in Human Resources. Though this site does not review one particular county, it does review several U.S. local governments that are considered “Best” based on their public employee training programs, compensation, policies, and other Human Resources practices. Topics in a Benchmarking study include: Compensation; Timely Hiring; Training and Development; Diversity/Affirmative Action; Cost per hire; and Online/Automated Recruitment

Contact: Neil Reichenberg
Executive Director
1617 Duke Street
Alexandria, VA 22314
703-549-7100 phone
703-684-0948 fax

Program/Report: http://www.ipma-hr.org/files/2002_01_bp_final.pdf

Trends: This information serves only as a reference on what is currently happening in public sector HR departments <http://www.ipma-hr.org/pdf/research/trends.pdf>

- **Queensland Professional Framework for Public Sector Employees**

Though this 2006 presentation information comes from local level governments in Australia, it provides an interesting reference to the career path of public sector employees, the hypothesized methodologies, and some progressive ideas about how public sector employees should be trained and developed professionally. It would perhaps serve as goal to reach and benchmark.



Program/Report:

http://education.qld.gov.au/staff/development/pdfs/pd_publicsect.pdf

Speaking Notes from April 2006 presentation of Framework:

http://education.qld.gov.au/staff/development/docs/speaking_notes_pd_public.doc

g. Staffing and Personnel Obstacles to Implementation

As Kane County strives to successfully implement the Strategic Plan, it may struggle with staffing and personnel changes if effective and ongoing communication does not take place or remain a top priority. Employees must be assured that new strategies related to staffing will not adversely affect their employment or compensation. In fact, they should be told that these strategies will enhance their employment situation. Initiating new procedures related to personnel is a delicate process that should be staged appropriately with suitable planning, risk management and training. Implementing many strategies in this area may require coordination with County contract negotiations. Achieving success will involve an open process with abundant communication that involves the entire team and a focus on bettering the entire County and everyone affected.

h. Stakeholders Needed for Implementation

- Board Members
- Elected Officials
- Department and Office Heads
- Human Resources Department personnel and Human Resources functions within departments and offices.
- All employees

(6) *High Level Issue Category 6: Growth & Development*

a. Listing of Issue Statements Addressed by this Strategy:

- (1) Growth & Development
- (2) Planning
- (3) Natural Resources

b. Issue Evidence

Kane County's issues are highly rooted in its state of immense growth. With the County's population rapidly growing and its changing demographics, Kane County's needs and citizen demands are not just increasing-- they are changing. Kane County must prepare for such changes with careful and appropriate planning, and multi-faceted approaches to its complex needs, especially including the issue areas of health, transportation, land use, funding, immigration, and more.

c. Issue and Related Strategy Statements



Issues & Strategies for (1) Growth & Development

Issue 1: The County needs to address the impact of population growth on County services due to the limited resources available to the County.

Strategy: Pursue additional funding for the areas in which needs are most significantly impacted by growth including the transportation and public health of the County:

- Pursue additional State and Federal funding.
- Review potential for additional local revenues.
- Pursue cooperative projects with municipalities to fund projects that benefit the municipalities (such as municipal intersections or extended health programs).
- Continue to ensure that developers absorb appropriate transportation costs related to increased development.
- Provide leadership in refining the transportation impact fee program.
- Develop and implement an ongoing fiscal plan to fund transportation infrastructure demands, public health demands and other areas significantly impacted by the County's growth.
- Pursue additional available funding, including grants and foundation funding, for the areas of County government most impacted by growth, especially transportation and public health.

Strategy: Conduct assessment on the impact of refugees and immigrants including literacy, health care, job training, and housing.

- Identify where the County can best use its resources to address above issues.
- Determine the service levels the County is obligated and able to provide to refugee and immigrant populations.

Issue 2a. There is a need for coordination between the County and municipalities on issues relating to growth.

Strategy: Ensure communication and coordination between governmental groups, including:

- Expanding the County's involvement with the Council of Mayors.
- Negotiating intergovernmental agreements with relevant local governments and state agencies.
- Addressing the need for additional economic development and job creation in the County.

Strategy: Assess impact of municipal development on County financial resources, including, but not limited to:

- Transportation
- Health Department
- Judiciary
- Natural resources, including long-term water supply
- Impact fees

Issue 4: Population increases and changing demographics have placed additional demands on services provided by the Kane County Health Department. The County needs to



continue to protect the citizens of Kane County from communicable diseases, threats from hostile agents and environmental health concerns.

Strategy: Review, implement, and monitor the Kane County Health Department I-Plan.

Issue 5: The County needs to take an active role in providing leadership for the County on the housing needs of the drastically changing population including attainable housing, affordable housing and senior housing issues.

Strategy: Facilitate a committee with local governments to assess the need for and to promote attainable, affordable and senior housing.

Issue 6: Traffic congestion will continue to increase without significant additional funding.

Strategy: Ensure communication of the impact of growth upon traffic congestion, which is expected to continue to increase without significant additional County resources.

Issues & Strategies for (2) Planning

Issue 2b: There is a need for new legislation to address the County's involvement in development planning in the incorporated and unincorporated areas.

Strategy: Provide support for legislation that promotes the mission and vision of Kane County and propose additional legislation to area legislators that is required to fulfill the County's obligations set forth in its mission and vision statements and as required by State Mandates.

Issue 3: The County Board should take the lead in preparing, adopting, and implementing a Countywide Long-term (50-Year) Sustainable Water Supply Plan.

Strategy: Develop, implement, communicate, and monitor a Countywide Long-Term Sustainable Water Supply Plan.

Issues & Strategies for (3) Natural Resources

Issue 7: The County needs to implement and perform scheduled updates of the current 2030 Land Use Plan, 2030 Transportation Plan, Countywide Stormwater Management Plan and Health Department I-Plan as well as the new Strategic Plan.

Strategy: Review these plans on an annual basis and update as necessary.

d. Growth and Development Overview

Addressing Kane County's issues regarding Growth and Development will take thorough planning in a collaborative setting with all relevant stakeholders present. Kane County's issues related to growth and development are wide-reaching and highly diverse, including such areas of need as health & wellness, land use, property, water supply, human services, transportation, energy conservation planning, and more. Each area is highly relevant and affects Kane County citizens in different ways and at varying levels. The County will have to



be strategic in its implementation process, ensuring prioritization of issues and including many varying stakeholders in this process.

e. Growth and Development Implementation Considerations

In implementing the Strategic Plan, the County must be equally sensitive to current residents' needs and new residents' needs. It also should consider the effects of various influential decisions, such as how to fund growth/development programs, how to implement health care plans, and how to set land use guidelines in order to meet increasing traffic demands. Each is a highly-volatile political topic that County Board Members and Elected Officials must strategically address in the County's best interest.

f. Growth and Development Best Practices

(1) Growth & Development

• **Kentucky's Smart Growth Task Force**

Quotes the National Governors' Association (NGA) Best Practice site:

"On May 17, 2001, Governor Paul E. Patton created a bipartisan, 35-member Smart Growth Task Force to study growth and development issues in Kentucky. The state's growth outpaced the national average by 27 percent, the second highest percentage change in developed acres per person in the nation. The task force, which includes representatives from local government, business, agriculture, conservation groups, and the state legislature, will hold public forums across the state and conduct a thorough review of Kentucky statutes, regulations, and programs related to growth. By December 1, 2001, the task force will report its findings and recommendations for improving state and local growth management efforts."

Contact:
502-564-2611 phone

NGA Article:
<http://www.nga.org/portal/site/nga/menuitem.9123e83a1f6786440ddcbeeb501010a0/?vgnnextoid=eaac5aa265b32010VgnVCM1000001a01010aRCRD>

• **Indiana's Planning for Affordable Housing:**

Reported in June 2006, the Indiana Housing Finance Authority developed the Foundations Program to fund planning activities related to the development of affordable housing. Housing needs assessments and feasibility studies are two of the four types of activities that can be undertaken with program funds. Assessments are used to gather data, prepare housing-related community plans, and identify actions that need to be taken to create, develop, or preserve affordable housing. Local governments may apply for grant funding to undertake these assessments, which are not specific to a particular site or housing activity. Feasibility studies are specific to a site or activity and are similar to market studies. Through these studies, applicants can identify a site for a particular project, develop preliminary cost estimates, and identify whether there is sufficient demand for a particular housing type. This is designed specifically for local government applicants.

Contact: Indiana Finance Authority



317-232-7777 phone

Recommendations by Advisory Committee:

<http://www.in.gov/ihcda/Affordable%20Housing%20and%20Community%20Development%20Fund%20Report%20-%20June%202006.pdf>

- **Integrating Affordable Housing and State Development Policy:**

This National Governors' Association article identifies ways in which governments can plan and implement new affordable housing strategies while considering the impact and indicators from development, growth, and state policies.

NGA Article:

<http://www.nga.org/Files/pdf/0411AFFORDABLEHOUSING.pdf>

- **Summary of Eastern and Midwestern Regional Policy Forum on Growth & Quality of Life:**

This December 2000 Forum addressed growth, while stressing the importance and logistics of local-level metropolitan planning in rapidly-growing Midwestern communities. *"States must engage local governments (including metropolitan planning organizations) and other stakeholders in state growth initiatives in a way that is appropriate to the culture of that state. In some states, the tradition of home rule and local land-use planning is particularly strong, and such states seek policies that support local land use planning rather than regulatory top-down approaches. Whether states utilize regulatory or voluntary approaches, they share a common objective of increasing local government land-use planning capacity and helping localities to work more cooperatively. Infrastructure plans (e.g., roads, sewer, water) need to be consistent with development goals and practices. Some states have initiated training programs for local officials and/or provide financial incentives and support for innovative planning efforts. The knowledge base and political support of the NGO community was recognized by some states as a largely untapped resource base."*

Contact: John Ratcliff
National Governors' Association
Environment, Energy, & Natural Resources Division
444 N. Capitol St., Suite 267
Washington D.C. 20001
202-624-5300 phone
202-624-5313 fax

NGA Article:

<http://www.nga.org/portal/site/nga/menuitem.9123e83a1f6786440ddcbeeb501010a0/?vgnnextoid=d3bb5aa265b32010VgnVCM1000001a01010aRCRD>

- **Health Department Strategic Plan Examples – Palm Beach, FL and Kent County, MI:**

Palm Beach, Florida and Kent County, MI (Grand Rapids area) provide good examples of Health Department Comprehensive Plans that are simple, straightforward, and a good place to start.



Palm Beach, FL Health Department Plan:

http://www.doh.state.fl.us/chdpalmbeach/pdfs/strategic_plan.pdf

Kent County, MI Health Department Plan:

<http://www.accesskent.com/Health/HealthDepartment/HealthDepartment.htm>

(2) Planning

• Minnesota State-wide Water Supply Planning & Study

The primary goal of this July 2005 study was to develop recommendations to build this framework and process. The project will focus at the county level and estimate demand to the year 2030. In addition, it will present methods for developing water use and availability projections at a variety of scales – state, county, watershed, township or city. It will also identify information gaps and research needs for water use and availability projections in the future. The information developed through this study will provide policy makers the tools to make educated decisions about water allocation policy and future development. Though this is a state example, it may be relevant as a good Best Practice because it focuses at the County level and demonstrates how to bring stakeholders together for the planning process.

Contact: Michael Sullivan
Executive Director
Environmental Quality Board
Mickey.sullivan@state.mn.us (E-mail)
651-201-2462 phone

Project Summary:

<http://www.eqb.state.mn.us/documents/Projectsynopsis.2005.07.pdf>

Minnesota Environmental Quality Board: <http://www.eqb.state.mn.us/>

• Hamilton County, OH – 2030 Plan & Implementation Framework:

Organized in 2005, this comprehensive plan for the Cincinnati, Ohio area's growth included a collaborative decision-making process focused on building consensus about Hamilton County's desired future and path to achieve it.

Contact: Ron Miller, FAICP
Executive Director
Hamilton County Regional Planning Commission
138 E. Court St.
Cincinnati, OH 45202
513-946-4453 phone
513-946-4475 fax

National Association of Counties Article:

http://www.naco.org/Template.cfm?Section=Achievement_Awards&Template=/cfiles/awards/program.cfm&SEARCHID=2005plan20



Plan Information: <http://www.communitycompass.org/2030/start.htm>

(3) Natural Resources

- **EPA's Smart Growth in Stormwater Management Planning:**

The national Environmental Protection Agency's Smart Growth in Stormwater Management Planning guide is a good reference for any county or municipality, including Best Management Practices for officials. It provides valuable definitions, basic background knowledge, and rudimentary industry standards.

Guide: http://www.epa.gov/dced/pdf/sg_stormwater_BMP.pdf

g. Growth and Development Obstacles to Implementation

Kane County's current environment may create difficulty for decision-makers to implement comprehensive growth and development strategies, simply due to its political nature and this highly-charged topic. Opinions vary over how to appropriately plan for a community's growth, particularly when its demographics are changing and fiscal needs and demands increase as a result. It will be necessary for County leaders to obtain public input while openly and honestly presenting the issues. Expert opinion and scientific detail will assist, as will reference to relevant Best Practices and unique programming in peer communities.

Under the current legislative structure, in many areas related to growth and development the County has its ability limited to acting solely in an advisory nature within incorporated areas. Throughout implementation of these strategies, the County will need to work closely with other local governments to ensure they not only look at the issues from the short-term perspective with only a limited view of the impact on their constituents, but that they are able to develop policy and make decisions on a long-term Countywide basis.

h. Stakeholders Needed for Implementation

- County Board Members
- County Elected Officials
- Council of Mayors
- Elected and Appointed Officials of other governmental bodies within the County
- Department and Office Heads
- Transportation, Development, Environmental Management and Water Resources Departments.
- Health Department
- County Zoning and Planning Commissions as well as other related Board and Commissions
- Community Organizations
- Businesses, industries, major employers
- Citizens of Kane County



VIII. Conclusion

In Conclusion

The Strategic Plan document that you have just read represents countless hours of work by many committed, dedicated and creative Kane County stakeholders – public officials, department heads, staff, and private citizens who began a journey that at the beginning had only one known ending – the creation of a strategic plan. What issues and strategies would emerge from the interviews, discussions, debate, retreat, survey, public comment and consensus that occurred in the past months of work were largely unknown as the strategic planning process began. It is in the process and the planning that those who participate come to define, debate and decide what the future of Kane County should look like.

The final Strategic Plan represents the culmination of a planning process and methodology that included understanding the current environment; envisioning the future; creating a mission and vision statement; identifying issues confronting the County; analyzing County strengths, weaknesses, opportunities and challenges; defining the services the County provides; understanding what requirements the State places upon the County's departments and elected officials; brainstorming, refining and prioritizing strategies; understanding the current financial condition of the County, and determining which strategies should be included in the Strategic Plan.

Kane County's Strategic Plan represents the vision of its leaders, committed elected officials, dedicated department heads and staff, and engaged citizens who consistently recognized the value of strategic planning to Kane County and exhibited flexibility in considering new ideas needed to confront the weaknesses and challenges affecting the County.

Moving Toward Implementation

Although the process of strategic planning is difficult and involves much time and commitment, the creation of the Strategic Plan is only the beginning of the process of change. Without implementation, a strategic plan is a map describing a vision for future change that is not used. It is not too soon to begin to think about which, when and how to implement the strategies identified in the Strategic Plan. The next part of the process is the work of taking strategies from creative ideas focused on current issues to real change for the County. Moving forward, the Strategic Planning Steering Committee will become the Strategic Implementation Committee with a focus on guiding and facilitating the work of subgroups who will be charged with the responsibility and opportunity to implement the changes proposed by the Strategic Plan.

In the implementation phase, a number of key steps must occur to ensure that the strategies identified are implemented. The process of implementation involves the following components:

- A. Prioritizing strategies within high level issue areas;
- B. Prioritizing strategies across all issue areas to determine which ones should be implemented first;
- C. Assessment of prioritized strategies on a continuum from those that are easiest to implement and will have the greatest impact to those that are most difficult to implement and will have little impact;



- D. Creation of a timeline for implementation of strategies based upon the analysis in implementation steps A, B and C;
- E. Validation of the impact of strategies selected by gathering and assessment of relevant data;
- F. In-depth fiscal analysis of the impact of the implementation of selected strategies upon the County's financial condition;
- G. Identification of key stakeholders to implement strategies;
- H. Creation of implementation teams by high level issue area to coordinate and facilitate strategy implementation;
- I. Closely directed monitoring and facilitation of work of implementation teams by the Strategic Implementation Committee;
- J. Frequent communication to all stakeholders, County staff, and to the public about resource needs for implementation, implementation progress, and fiscal and operational impacts of the implementation of selected strategies; and
- K. Creation of detailed implementation plans for each strategy or group of related strategies which will serve as the guide for the implementation teams to implement the strategies.

Once detailed implementation plans are created, stakeholder support is secured, and required funding, if any, has been appropriated, the implementation of a strategy can begin. The process of managing the change, whether a minimal or substantial change, is a necessary by-product of strategy implementation is one of the central roles of the Strategic Implementation Committee and those key stakeholders who are leading issue area implementation working groups. The process of managing the change throughout the implementation process will include open communication and targeted training programs for all impacted stakeholders.

Regardless of the scope or impact of a strategy, the impact of the change to those who are responsible for the change and/or affected by the change will likely be (or seem) greater, at least initially, than anticipated. Therefore, the implementation phase will be an excellent time for the County to involve new participants alongside those who identified issues, brainstormed strategies and selected strategies for implementation. The broader and deeper the involvement in the change process, the easier the impact of the change will be on staff, business processes and the public, and the more certain the sustainment and value of the change to the County.



Additional Recommendations

In addition to beginning to plan for implementation, some other recommended focus areas that will support both the work of the Strategic Planning process and the implementation of strategies are:

- A. Completion of the Service Inventory Matrix – While the list of services provided by County Departments and Elected Officials is complete, some fiscal data and performance metric information remains incomplete.
- B. Completion and Annual update of the State Mandate Matrix – At the end of each legislative session, the Mandate Matrix should be updated to ensure consistency with changes to state legislation pertaining to county services, departments and offices. Communication of the changes is key to ensuring compliance with the revisions to State mandates.
- C. Creation of performance metrics related to all strategies selected for implementation. One of the greatest enemies of change is the perception--or reality – that it has not been successful, has had negative impact, or has not had the planned impact. The only way to assess the impact and to adjust strategies to ensure the greatest benefit and impact is to establish baseline performance metrics during the implementation planning phase.
- D. Annual evaluation and revision of the Strategic Plan – Data describing the current environment in Kane County shows the substantial change the County has experienced over a period of a few years. As the County continues to change and to grow, if the County’s strategic plan does not change and grow with it, there is a risk that strategies may become stale, obsolete or lack intended impact.

In preparing this Strategic Plan, with the commitment of Kane County stakeholders including public officials, department heads, staff, and private citizens, Kane County has taken an important first step toward establishing a foundation from which the County can overcome the current issues and future challenges that Kane County confronts. To leverage the momentum the County has generated through the strategic planning process, the County should immediately embark on the next phase of this process--the Implementation of the strategies outlined in Kane County’s Strategic Plan.



IX. Appendices

Appendix A, Appendix B, Appendix C, and Appendix D are available in a CD enclosed with this plan.

Appendix A.....Service Inventory Matrix

Appendix B.....Summary of Leadership Retreat

Appendix C.....Readiness Assessment Survey /Results

Appendix D.....List of Interviewees