

Lake County Strategic Plan

April 2015

Mission Statement

Lake County government is committed to promoting and sustaining a safe, healthy, vibrant and environmentally responsible county, while maintaining its strong financial position. In partnership with citizens, communities and all levels of government, we pledge to deliver efficient and high quality public services consistent with the community's values and priorities.

Vision

We envision Lake County as a leader in developing a thriving and robust local economy, healthy natural environment, safe and livable communities, healthy residents, and innovative public services that are responsive to the diverse needs of all residents.

Statement of Values

Lake County government carries out its mission and conducts its responsibilities adhering to the following values:

We Value Fiscal Responsibility

Uphold fiscal integrity, make performance-driven decisions based on long-term impacts, manage priorities and maintain sustainable and prudent financial operations. This includes: a balanced budget, strong reserves, and AAA financial rating, with a commitment to transparency, honesty, reliability and accountability for all our actions.

We Value Exceptional Service

Deliver cost-effective, efficient and high quality services, placing a high value on professionalism, responsiveness and courtesy.

We Value Leadership

Provide leadership in communicating, interacting and cooperating with residents, businesses, other governments, and stakeholders leading to innovative regional collaboration and improved quality of life throughout Lake County. Pursue opportunities for increased efficiency and cost savings by collaborating with other government entities.

We Value Environmental Stewardship

Promote and encourage environmental sustainability.

Goal: Provide Public Safety

STRATEGIC STATEMENT: Enhance the safety of residents through an integrated criminal justice system, including law enforcement and other programs that reduce crime, recidivism, family violence and substance abuse.

Strategy: Provide justice facilities to adequately meet the long-term capacity demands on the justice system.

Action A: Evaluate justice facility and system needs and develop more detailed plans to complete projects such as the renovation of the existing courthouse and the court annex as well as infrastructure updates in the jail.

Action B: Develop sustainable funding strategies to implement facility maintenance, renovation and infrastructure systems updating.

Strategy: Constantly evaluate and implement enhanced technologies to provide effective service throughout the justice system.

Action A: Continue working collaboratively within the public safety partnership to address interoperability.

Action B: Develop and implement Phase II of the Integrated Justice Plan to include external stakeholders (i.e. municipal, state).

Action C: Explore grant funding sources to fund implementation of Integrated Justice Phase II and submit applications where appropriate.

Action D: Continue implementation of Intensive Case Management and report outcomes.

Strategy: Maintain and further develop adult and youth criminal justice and diversion programs that address social, mental health and behavioral issues that lead to criminal behavior.

Action A: Coordinate services for incarcerated individuals and ex-offenders that expand access to effective programs focusing on prevention, employment opportunities and reducing recidivism. Partner with other service providers to expand and enhance such services (i.e.: Repatriate Program, Thinking for a Change).

Action B: Expand after-care and re-entry programs and procedures that incorporate treatment and monitoring of defendants.

Action C: Research and develop programs that address mental health issues, including alternatives to incarceration and prevention of recidivism.

Action D: Maintain and develop enhanced law enforcement programs targeted to reduce violence and prevent gang development and activity.

Action E: Collaborate with workforce development on training programs and job placement activities that will help address recidivism and homelessness.

Strategy: Develop programs, education, and outreach focused on mental health stabilization, use of illegal drugs, prevention of gangs, and other criminal activity.

Action A: Through the Executive Justice Council, research grant opportunities and develop programs to address illicit drug use in Lake County.

Action B: Evaluate and develop improved methods to provide sustainable mental health services through collaboration with service providers in the community.

Action C: Promote and lead information sharing initiatives amongst law enforcement to address gang related crime.

Action D: Research grants and develop local funding partnerships for enhanced treatment in specialty courts.

Goal: Enhance Economic Opportunities

STRATEGIC STATEMENT: Integrate workforce development into our economic development strategies to foster balanced growth, revitalization, and a diverse economy to provide jobs, housing, and economic opportunities.

Strategy: Improve the economic climate and economic readiness of Lake County.

Action A: Develop and implement a business visitation program to identify and address emerging business retention opportunities and threats.

Action B: Utilize business intelligence and market research to enhance and align workforce development strategies with projected local industry job growth and share this information with local stakeholders.

Action C: Foster collaboration to create a highly effective network that provides companies with timely assistance.

Action D: Cultivate a more direct engagement of the Governor and Department of Commerce and Economic Opportunities in Lake County's economic development strategies.

Action E: Align economic opportunities with county and municipal infrastructure investment strategies.

Strategy: Promote and encourage redevelopment opportunities throughout the county to maximize use of existing infrastructure.

Action A: Work with target communities to encourage new and innovative development methods and offer assistance with data and information on retention and redevelopment opportunities.

Action B: Identify barriers to retention and redevelopment and assess the resources available for stimulating redevelopment.

Strategy: Increase collaboration and cooperation with other units of local government to cultivate integrated economic development.

Action A: Engage communities, civic organizations, and businesses to discuss local and regional economic development strategies.

Action B: Lead a countywide initiative to continuously evaluate and pursue a competitive incentives framework.

Action C: Encourage development that incorporates a balance between housing and non-residential development through greater collaboration with governmental entities.

Strategy: Increase marketing and awareness of new and redevelopment locations in Lake County to facilitate business expansion and attraction.

Action A: Work through Lake County Partners on Comprehensive Economic Development Strategy (CEDS) process to align community economic development goals with available sites, infrastructure needs, and long-term viability.

Action B: Engage community participation in increasing the number of developable sites by aligning each community's economic development vision with their inventory of available sites/buildings.

Action C: Continue working with communities on infrastructure planning to increase the availability of "shovel ready" sites.

Action D: Continue working with the communities in the Central Range area on economic development opportunities.

Strategy: Market Lake County to targeted industries.

Action A: Implement the CEDS in collaboration with Lake County Partners in order to maximize the effectiveness of existing and potential resources in retaining jobs, growing existing businesses, and attracting investment and development.

Action B: Identify specific companies in target industries to actively recruit for expansion and/or relocation.

Action C: Support Lake County Partners' efforts to create target industry recruitment and retention marketing materials.

Action D: Deliver on the value proposition for Lake County in five areas:

- Talent – Can Lake County supply the long-term workforce needed to serve existing businesses, new companies locating in the region and new, high growth enterprises?
- Market Access – Can Lake County maintain and expand the infrastructure and transportation services necessary for companies to move their goods and ideas around the world?
- Value – Can Lake County maintain a competitive cost structure while increasing quality of life and the physical infrastructure necessary to provide companies with the best return on investment?
- Innovation – Can Lake County dramatically accelerate job growth by leveraging its institutional and private sector research and development capacity?
- Outreach and Business Development – Is the Lake County story being told to business leaders at home and around the world?

Goal: Promote a Sustainable Environment

STRATEGIC STATEMENT: Preserve the health of our natural resources, air quality, and our drinking water through the widespread use of sustainable and environmental management practices, effective storm water management, and the enhancement and rehabilitation of lakes and other-ecological systems.

Strategy: Implement renewable energy technologies and incorporate green practices in the delivery of County programs and services where cost effective.

Action A: Modify County purchasing policies and practices to request, where applicable, green alternatives for products and services.

Action B: Collect and share information about contractors and vendors that use or offer energy efficient, reused or recycled content products and materials, as well as those vendors who use green operational practices.

Action C: Change purchasing documentation to require vendors to report green practices (when tracked) and use that information to evaluate opportunities to be more sustainable in current and future procurements.

Action D: Draft, adopt, and implement policies and ordinances that support wind, solar, and geothermal energy facilities County-wide to encourage renewable energy technologies in appropriate locations.

Action E: Review County policies and practices consider sustainability along with business factors and where appropriate implement more sustainable alternatives.

Strategy: Provide community outreach about best management and sustainable practices for our natural resources.

Action A: Partner with other governments, businesses, and other stakeholders to share information and provide cross training on green and sustainable best management practices.

Action B: Develop joint education campaigns through the Lake County Green Partnership to provide residents, businesses and other stakeholders with education on opportunities to advance sustainability in their day-to-day life and operations.

Strategy: Implement long-term solutions for increasing waste diversion through recycling and composting, reducing the toxicity of our waste, and developing a long-term disposal option that has a positive impact on energy usage, reducing key pollutants and greenhouse gases.

Action A: Implement the recommendations from the 60% recycling taskforce.

Action B: Work with SWALCO, municipalities, and other stakeholders to implement measures to reduce total waste, increase waste diversion from the landfills, and encourage composting and recycling.

Action C: Promote sustainable waste management practices, and identify and develop solutions to eliminate or mitigate barriers to waste diversion and recycling within County facilities.

Strategy: Provide a reliable and sustainable supply of quality drinking water to County residents.

Action A: Participate in and support regional and local water supply planning groups and seek to adopt short- and long-range plans for reliable water resources and conservation techniques.

Action B: Protect the quality of the water in the aquifers by providing information to the public on ways to reduce water pollution from high impact pollutants.

Action C: Protect surface waters by providing information to the public on ways to reduce water pollution from high impact pollutants such as phosphorous from fertilizers, chloride from ice-melting products, and fecal coliform from failing septic systems and other sources.

Action D: Develop water policies and ordinances that support the total cost of water system maintenance and management and that encourage water conservation.

Strategy: Protect natural resources and ecological systems by promoting and supporting stewardship and enhancement, green infrastructure development and maintenance, and avoiding adverse environmental impacts.

Action A: Monitor and establish baseline conditions for natural resources through completion and implementation of watershed plans to protect against degradation.

Action B: Implement IEPA water quality protection standards to reduce the level of pollutants released into streams, groundwater, sanitary sewers and storm drains.

Action C: Develop and implement environmental practices that encourage habitat protection and restoration.

Action D: Evaluate and promote green building code and site design incentives for both new and development building projects.

Action E: Research and evaluate existing and new alternative land use policies and-practices to enhance the County's natural resources and ecological systems.

Action F: Promote the use of green infrastructure (GI) including: site-specific, best management practices that absorb and infiltrate precipitation where it falls; an interconnected network of open spaces, habitat enhancement, and natural areas; water conservation and other recognized GI practices.

Action G: Improve air quality by establishing a schedule for building energy audits, fleet management, and by researching, and implementing, where feasible, practices to reduce pollutants and exploring methods to measure the County's carbon footprint.

Action H: Review and update the Lake County Regional Framework Plan adding a Sustainability Chapter to identify goals and policies to encourage sustainable development practices that will have the most beneficial impact on natural resources.

Action I: Promote sustainable agriculture and locally grown food initiatives.

Goal: Build Healthy and Resilient Communities

STRATEGIC STATEMENT: Maintain well-being of residents, focusing on the availability of accessible physical and behavioral health services for families, the aging population, and other populations in need.

Strategy: Emphasize prevention in the delivery of health and human services and enhance access to clinical and community prevention programs for vulnerable populations.

Action A: Enhance clinical and community prevention programs that promote health and wellness. Support those efforts by providing leadership and encouraging partnerships and seeking new funding sources where available.

Action B: Coordinate services, particularly educational outreach, across the spectrum of health and human services (both public and private) to targeted populations.

Action C: Target outreach messages toward personal preparedness, living well, preventing and managing chronic diseases, and adopting healthy lifestyles.

Strategy: Foster partnerships and teamwork among stakeholders and leverage resources to address the evolving demand for health and human services.

Action A: Foster collaboration among service providers using new and existing assessment data to address service needs for vulnerable populations.

Action B: Enhance effective service provision across the community.

Action C: Continue to develop and promote ServicePoint, www.FindHelpLakeCounty.org and other communication tools that provide information & referral services to government and non-profit partners.

Action D: Empower case managers to use ServicePoint and other available referral tools to direct clients to most appropriate services.

Strategy: Encourage the preservation and development of affordable housing near existing employment centers and public transportation.

Action A: Create partnerships and resources to preserve and improve the existing affordable housing stock in conjunction with the Lake County Preservation Initiative.

Action B: Increase access to capital resources for affordable housing.

Action C: Promote and encourage financial resources and planning principles that provide for diversified and affordable housing in conjunction with local units of government.

Action D: Develop a structural framework for an Affordable Housing Trust Fund in conjunction with the Affordable Housing Commission that will be used to preserve and create affordable

housing that meets County economic development and land use priorities, and other strategic goals, with implementation pending a funding mechanism.

Goal: Improve Transportation

STRATEGIC STATEMENT: Promote development of State, Regional, County, and municipal transportation systems that provide for efficient, flexible movement through an integrated network of road, rail, public transit, and non-motorized (bicycle, pedestrian) modes of travel.

Strategy: Build regional consensus on transportation solutions by collaborating with the State and regional agencies, as well as local communities.

Action A: Advocate to improve state highway routes based on priorities identified in the consensus transportation list with the state legislature and IDOT.

Action B: Continue to work with the Illinois State Toll Highway Authority (Tollway), the Chicago Agency for Metropolitan Planning (CMAP), the Lake County Transportation Alliance (LCTA), and others to advocate for implementation of the Central Lake County Corridor (Route 53/120).

Action C: Provide leadership, coordination and technical assistance to support the Lake County Coordinated Transportation Services Committee (LCCTSC) in implementing recommendations identified in the 2010 Lake County Para-transit Transportation Plan.

Action D: Advocate for enhanced freight and transit movement on IDOT and ISTHA projects.

Strategy: Seek to implement a more equitable distribution of state and federal funds and support appropriate transportation bills to ensure transportation capacity needs are met.

Action A: Work with Lake County's state and federal delegation, and participate via NACo, and other national groups, on the re-authorization of federal funding (MAP-21) for adequate state and local funding for transportation.

Action B: Work the Illinois General Assembly legislative process, in cooperation with other entities, to create a needs based distribution of the IDOT District 1/downstate district's allocation of state highway construction dollars (i.e. the 45%/55% split).

Action C: Work with the Transportation for Illinois Coalition (TFIC) and other appropriate organizations to provide for a more stable method for funding transportation that will provide for both a reliable local funding stream and a robust state capital improvement program. Utilize the County's state legislative lobbyist in this effort.

Strategy: Develop and implement transportation solutions that provide alternatives to single occupied vehicles.

Action A: Continue the County's efforts in expanding the system of non-motorized travel options available to Lake County residents.

Action B: Encourage Pace to implement the short, mid and long-term recommendations of the 2012 Lake County Transportation Market Analysis.

Action C: Work with Pace and IDOT to implement the Arterial Rapid Transit routes in Lake County identified in their 2009 Arterial Rapid Transit Study.

Action D: Promote the implementation and use of CMAP regional congestion pricing policies.

Strategy: Maximize the use of technology to enhance the operational capabilities of the transportation systems in Lake County and the region.

Action A: Continue to market and increase the public awareness of PASSAGE.

Action B: Continue to employ the latest technological advances in Intelligent Transportation Systems to expand the capabilities of PASSAGE.