

COUNTY STRATEGIC PLAN

VALUES

Diversity Teamwork Responsibility to the Public Justice Quality of Life

VISION

Our vision is to be a recognized leader in local government where every official and employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity to serve the citizens of Champaign County.

MISSION

The Champaign County Board is committed to the citizens of Champaign County by providing services in a cost-effective and responsible manner; which services are required by state and federal mandates, and additional services as prioritized by the County Board in response to local and community priorities.

DEFINING OUR VALUES

DIVERSITY

- Appreciation of the diverse culture within our community
- Strive for a workforce reflective of the community
- Equal and inclusive access to services and programs

TEAMWORK

- Intra-governmental cooperation
- Inter-governmental cooperation
- Legislative advocacy
- Collaboration to achieve goals
- Civility and cooperation among the County Board

RESPONSIBILITY TO THE PUBLIC

- Fiscal solvency
- Transparency
- Efficient and friendly delivery of services
- Ethical behavior
- Adaptive thinking
- Long-term planning

JUSTICE

- Equal access to civil and criminal justice services
- Place value on public safety and individuals' rights
- Encourage effective communication among public safety/criminal justice system providers
- Prevention of recidivism
- Manage safe and secure detention facilities

QUALITY OF LIFE

- Value broad range of quality education

COUNTY STRATEGIC PLAN

- Manage and encourage delivery of quality and effective health care services
- Effectively manage real estate tax cycle
- Support of local business community
- Promote effective economic development
- Management of natural resources
- Provide transportation options and safe, long-lasting infrastructure

GOALS

The 5 goals of the County Board established in June 2019, along with the shared strategic initiatives, are outlined below.

Goal 1 – operate a high performing, open, transparent county government

Strategic Initiatives:

- Compile a list of all county services, noting mandated services
- Develop strategies for retention of workforce and continuity of leadership
- Ensure all new programs have plans for sustainability past startup
- Diversify county workforce
- Improve communications with public and within county workforce
- Improve listening and cooperation among board members

Goal 2 – maintain high quality public facilities and roads and a safe rural transportation system

Strategic initiatives:

- Fund facility maintenance projects per 10-year deferred maintenance plan
- *Address facility/operational needs of Sheriff's office and jails
- Implement county facility energy reduction plans
- Fund county roadway projects per 5-year pavement management system plan
- Support intergovernmental agreements for rural transportation and transportation options

Goal 3 – promote a safe, health, just community

Strategic initiatives:

- *Support intergovernmental agreements for implementation of Racial Justice Task Force recommendations
- Support economic development for disadvantaged communities
- Ensure water quality and quantity from Mahomet Aquifer

Goal 4 – support planned growth to balance economic growth with natural resource preservation

Strategic initiatives:

- Support intergovernmental cooperation in planning land use and fringe areas to contain urban sprawl and preserve farmland
- Encourage participation in regional planning efforts
- Encourage development/use of sustainable energy

COUNTY STRATEGIC PLAN

Goal 5 – maintain safe and accurate county records and perform county administrative, governance, election and taxing functions for county residents

Strategic initiatives:

- Develop strategies for declining state financial support
- Fund 5-year information technology replacement plan
- Establish system of codification for county ordinances and resolutions
- Improve county's financial position

*Special project for which additional revenue and/or partners must be identified.

2020 ACTION PLAN ACTIVITIES

County Officials focus most efforts on day-to-day operation of their offices to serve the public. Each year, additional activities may be undertaken for infrastructure improvements, and responding to changing legal and operational mandates. These initiatives are guided by the 6-Year Strategic Plan and prioritized through the annual budgeting cycle.

The following tables identify specific County Board initiatives, current or planned activities, and ultimate outcomes to be achieved from the perspectives of both long term and short term planning. The information presented here has not been formally adopted at the time of publication and is subject to change.

Goal 1 - Champaign County is a high performing, open and transparent local government organization.

Initiatives	Activities	Outcomes
Ensure that all new programs have a model that sustains them past startup.	Evaluation of all grants or proposed new programs with sustainability analysis.	New services will continue once developed.
Improve communication with public and within the county workforce	Review and update county website/officials' websites. Replace Sheriff's body cameras and justice system video storage.	Improved access to county information. Improved video quality and retrieval for court cases.
Diversify County workforce.	Establish baseline date and steps to recruit county staff.	Diverse workforce that mirrors the county.
Compile a list of core, mandated services provided by the County.	Individual departments develop documentation to compile a comprehensive listing.	Expand public awareness of County services. Use as a County Board tool for prioritizing resource commitments.

COUNTY STRATEGIC PLAN

Initiatives	Activities	Outcomes
Develop strategies for staff retention and continuity in county staff leadership roles.	Research and realign staffing resources to serve anticipated needs for county offices by updating Salary Administration. Develop 5 strategies for recruitment/retention.	Timely recruitment of well qualified candidates, particularly in senior management positions, to support seamless transitions and performance improvements.
Improve listening and cooperation among board members.	Committee meetings and study sessions.	Transparent and effective decision-making from County Board.

Goal 2 - Champaign County maintains high quality public facilities and roads and provides a safe rural transportation system.

Initiatives	Activities	Outcomes
Fund maintenance/projects per County 10-Year Capital Facilities Plan	Address the deferred maintenance backlog of County facilities	Properly repair and maintain the County's investment in buildings.
Implement county facility energy reduction plans	Continue implementation of facility improvements that achieve energy savings.	Reduced expenditures on energy needs and reduced environmental impact by county facilities.
Fund county roadways per County 5-Year Pavement Management System Plan	Allocation use of motor fuel taxes for county projects. Continued relationships with Township Highway Commissioners.	Maintained county-owned roads and bridges. Completion of joint county/township projects.
Address facility/operational needs of the Sheriff's Office and jails	Establish plan for the dilapidated downtown Sheriff's facilities and jail consolidation, including a financial plan.	Ensure safe, well-maintained, ADA compliant and functional facilities for law enforcement and correctional operations.

COUNTY STRATEGIC PLAN

Goal 3 - Champaign County promotes a safe, just and healthy community.

Initiatives	Activities	Outcomes
Support agreements for implementation of Racial Justice Task Force recommendations.	Lead/participate in agreements to offer additional options for diversion/re-entry.	Community solutions which reduce incarceration/recidivism rates.
Establish a system of codification of County ordinances.	Select a municipal codification company to assist with the compilation and review of County ordinances.	County Board awareness of the matrix of ordinances previously adopted and any impact on current considerations by the Board. Ensure County compliance with statutory obligations.
Establish a system of review for County financial, technology, facility, and asset plans.	County Board evaluation activities - exact application yet to be determined.	Ongoing evaluation of operations over which the County Board has oversight to ensure best practices and outcomes are achieved.

Goal 4 - Champaign County is a county that supports planned growth to balance economic growth with preservation of our natural resources.

Initiatives	Activities	Outcomes
Seek more intergovernmental cooperation in planning in land use and fringe areas.	Identify critical areas and develop intergovernmental agreements to promote proper management strategies of land resources.	Effective management of land resources in Champaign County.
Encourage regional planning efforts	Investigate possible countywide and intergovernmental planning projects and strategies. Participation in Economic Development Council.	Regional business development. Sustainable environmental protection measures. Preservation of valuable farmland.
Encourage development/use of sustainable energy.	Consider sustainable energy production proposals through Environment/Land Use Committee	Local projects that improve economy and maintain valuable farmland

COUNTY STRATEGIC PLAN

Goal 5 - Champaign County is a county that maintains safe and accurate county records and performs county administrative, governance, election and taxing functions for county residents.

Initiatives	Activities	Outcomes
Develop strategies for declining state support.	Research list of possible strategies to increase revenue/decrease expenses. Impact assessment and operations planning to adjust to revenue reduction and unfunded mandates.	Legislative changes which provide financial relief to local governments. Collaboration with other local governments to minimize impact of lost funding. Balanced budgets that accommodate required changes imposed by external entities.
Fund 5-year IT replacement plan.	Form IT committee to prioritize all IT maintenance and replacement projects over a 5-6 year timeframe.	Incorporate IT priority funding recommendations into annual budgets.
Establish a system of codification of County ordinances	Select a municipal codification company to assist with the compilation and review of County ordinances.	Ensure County compliance with statutory obligations. County Board awareness of ordinances previously adopted and any impact on current considerations by the Board. Improved transparency for board actions.
Improve county's financial position.	Rebalance county bonds. Finalize nursing home sale obligations. Fund and initiate the replacement of the County's financial software.	Reduce debt service. Improve effectiveness and efficiency of financial staff to process and analyze impact of transactions. Eliminate duplicative data entry/progress toward paperless processes.