



# Tazewell County, Illinois

## Strategic Plan 2014

Teamwork

Accountability

Zealous to be Responsive and Courteous

Evaluate and Prioritize

Work together thru Collaboration

Enhance Communication

Leadership

Leverage



# Tazewell County, Illinois

## Table of Contents

Tazewell County; Vision, Mission and Core Values	Pg	3
Tazewell County Strategic Initiatives	Pg	4
Animal Control	Pg	5-13
Auditor	Pg	14-18
Building and Property Maintenance	Pg	19-25
Community Development	Pg	26-40
Coroner	Pg	41-43
County Administration	Pg	44-46
County Clerk	Pg	47-56
Court Services	Pg	57-60
Emergency Management Agency	Pg	61-69
Human Resources	Pg	70-72
Highway Department	Pg	73-76
Information Technology	Pg	77-78
Regional Office of Education	Pg	79-83
State's Attorney	Pg	84-71
Supervisor of Assessments	Pg	92-95
Treasurer	Pg	96-100
Veterans Assistance	Pg	101-102

Including:

The Tazewell County Health Department Strategic Plan 2014-2016



# Tazewell County, Illinois

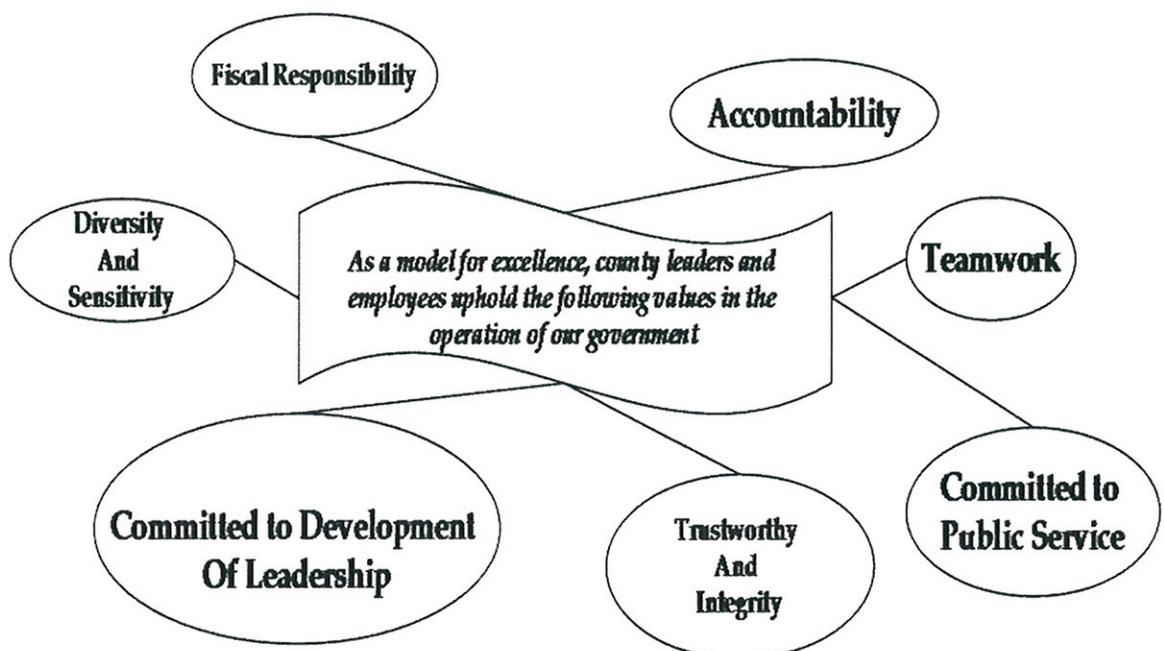
## Vision

Tazewell County shall be known for our safe and secure communities with a superior quality of life, where all people and businesses have the opportunity to thrive.

## Mission

The mission of Tazewell County Government is to provide services authorized by law and protect natural resources through responsible stewardship while always keeping the people first in all decisions.

## Core Values





# Tazewell County, Illinois

## Strategic Initiatives

### Initiative 1. Fiscal Responsibility

Exercise sound financial management and be committed to reduction of waste and duplication of services.

### Initiative 2. Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff.

### Initiative 3. Public Safety

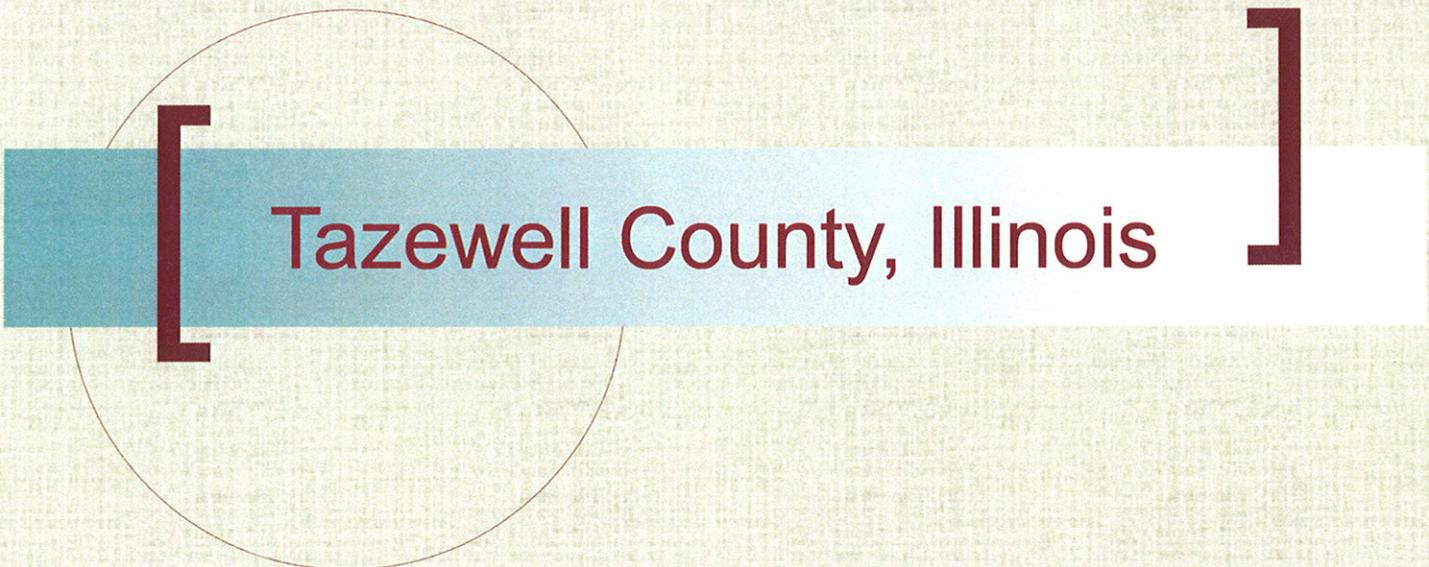
Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

### Initiative 4. Economic Development

To prosper the County must prepare and expand for economic development opportunities countywide including retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversifies growing economy, and maintain and promote our natural resources all the while protecting the County's agricultural heritage.

### Initiative 5. Quality of Life

Promote community involvement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events. Strive to ensure a safe, secure and healthy community.



Tazewell County, Illinois

2014 Strategic Plan

Animal Control



## ANIMAL CONTROL

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS1.

#### INTERMEDIATE

- ◇ **Objective:** Increase public safety through the increase of registered and tagged pets in Tazewell County
- ◇ **Indicator:** The number of registered pets by the number of issued rabies tags by Tazewell County Animal Control registration data base.
- ◇ **Measurable:** Increased the number of registered and tagged pets from x to y.
- ◇ **Improvement:** A 2% increase
- ◇ **Deadline:** April 1, 2014

#### ACTIONS STEPS:

- ◇ Establish Baseline Data for the number of registered and tagged pets in Tazewell County.
- ◇ Be more proactive in the NTA following 60 grace period after 90 days.
- ◇ Utilize media for public awareness through monthly running at large reminder in local news papers.



## ANIMAL CONTROL

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

GOAL PS2. LONG

- ◇ **Objective:** To ensure public safety, increased compliance with the Code requirements prohibiting unleashed animals.
- ◇ **Indicator:** The number of complaints received by Animal control pertaining to unleashed pets on a monthly basis.
- ◇ **Measurable:** Reduce the average monthly complaints from x to y.
- ◇ **Improvement:** An improvement of 1%
- ◇ **Deadline:** November 30, 2014

#### ACTIONS STEPS:

- ◇ Establish baseline data for the number of complaints received by Animal Control pertaining to unleashed pets on a monthly basis.
- ◇ Monitor and report these figures in the Department's monthly report.
- ◇ Increase fines or require completion of obedience class to waive the initial imposed fine.



## ANIMAL CONTROL

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

GOAL PS3.

INTERMEDIATE

- ◇ **Objective:** In order to enhance public safety, revise and update the Tazewell County Animal Control Code.
- ◇ **Indicator:** Adoption of the Tazewell County Animal Control Code
- ◇ **Measurable:** Approved Tazewell County Animal Control Code
- ◇ **Improvement:** 100%
- ◇ **Deadline:** May 1, 2014

#### ACTIONS STEPS:

- ◇ Draft Complete
- ◇ Confirm changes with adjudication hearing unit
- ◇ Review with States Attorney
- ◇ Long, April 2014—Final Approval and adoption County Board



## ANIMAL CONTROL

### Quality of life

Promote community involvement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events. Strive to ensure a safe, secure, and healthy community.

#### GOAL QL 1.

#### LONG

- ◇ **Objective:** Increase the number of adoptions in addition to placement of animals with rescue shelters per fiscal year.
- ◇ **Indicator:** The number of completed adoptions annually, in addition to the number of animals placed with rescue shelters as documented by Animal Control.
- ◇ **Measurable:** Increase the number of adoptions and placements from 260 FY12 to 275 FY14
- ◇ **Improvement:** An increased adoption/placement rate of 9%.
- ◇ **Deadline:** November 30, 2014

#### ACTIONS STEPS:

- ◇ Utilize Tazewell County Website to promote animals to be adopted, through the posting of animals available for adoption.
- ◇ Seek out additional shelters or rescue within



## ANIMAL CONTROL

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1. IMMEDIATE

- ◇ **Objective:** In order to continue to be fiscally responsible through an effort of self funding, we will maintain our current revenue generated by intergovernmental agreements
- ◇ **Indicator:** The amount of revenue which is documented in the Animal Control Budget.
- ◇ **Measurable:** Maintain the current revenue of \$107,195 through the retention of 13 number of intergovernmental agreements through FY14.
- ◇ **Improvement:** 0% decrease in revenue gained through intergovernmental agreements due to the incentive of maintaining contract pricing.
- ◇ **Deadline:** November 30, 2013

#### ACTIONS STEPS:

- ◇ Maintain current contract pricing through FY14 as an incentive to renew contracts.



# ANIMAL CONTROL

## Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

### GOAL FR 2. IMMEDIATE

- ◇ **Objective:** Reduce maintenance supply budget in order to be fiscally responsible for FY14.
- ◇ **Indicator:** Reduction of the Animal Control's FY14 budget for Maintenance Supply.
- ◇ **Measurable:** Reduce the maintenance supply budget from \$4500 FY13 to \$4262 FY14, an annual reduction of \$238.
- ◇ **Improvement:** A 5% reduction in Tazewell County Animal Control's maintenance supply budget.
- ◇ **Deadline:** November 30, 2013

### ACTIONS STEPS:

- ◇ Purchase of 200 gallons of bleach at \$1.19 per gallon FY14 versus \$1.90 per gallon FY12.



## ANIMAL CONTROL

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 3. IMMEDIATE

- ◇ **Objective:** To maintain fiscal responsibility through the reduction of the new equipment expenditures for FY14
- ◇ **Indicator:** The amount of which is documented in the Tazewell County Budget.
- ◇ **Measurable:** \$21600 FY13 to \$20520 FY14, a \$1080 decrease
- ◇ **Improvement:** 5% reduction in the Tazewell County Animal Control new equipment budget request for FY14.
- ◇ **Deadline:** November 30, 2013

#### ACTIONS STEPS:

- ◇ No purchase of new vehicle in FY14, due to lack of a third full time warden.
  - Utilize reduced funds to replace furnace and air unit which are 15/16 years old.



## ANIMAL CONTROL

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1. LONG

- ◇ **Objective:** Increase Animal Control's overall customer service rating.
- ◇ **Indicator:** Customer rating as determined quarterly through customer service surveys.
- ◇ **Measurable:** From x to y as measured by the average overall rating.
- ◇ **Improvement:** 10%
- ◇ **Deadline:** November 30, 2016

#### ACTIONS STEPS:

- ◇ Develop a survey with Human resources.
- ◇ Have surveys available; in the office, to hand out in the field and available on the website.
- ◇ Establish Baseline Customer Satisfaction Rating.
- ◇ Monitor and Report Annual Customer Satisfaction Rating.



Tazewell County, Illinois

2014 Strategic Plan

Auditor



### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** Improve *fiscal responsibility* by fully addressing material weaknesses in internal control as found by our external auditor.
- ◇ **Indicator:** The number of findings of material weaknesses identified by our external auditor.
- Measurable:** Reduce the number of findings of material weaknesses identified by our external auditor from 4 to 0.
- ◇ **Improvement:** : A reduction of 100%.
- ◇ **Deadline:** By the end of Fiscal Year 2016.

#### ACTIONS STEPS:

##### Resolve Finding No. 2012-01

By October 2014, hire a consultant to develop a job description for the position of Certified Public Account (CPA), complete a Position Description Questionnaire, and submit necessary documentation to the Position Evaluation Committee for grade assignment.

BY November 2014, seek County Board approval of the position and appropriation sufficient to fund the position for six months.

By June 2015, add a Certified Public Account (CPA) to the County's internal audit team who will be responsible for performing a comprehensive review procedure to ensure that in the preparation of its annual financial statements that such statements, including disclosures, are complete and accurate, the development of policies and procedures regarding internal controls, compliance with all applicable Governmental Accounting Standards (GASB), and prepare the county's annual financial statement.

By December 2015, develop internal control policies and procedures and have them adopted by the County Board.

By December 2016 have fully implemented internal control procedures and performed all the responsibilities of the position of CPA.

CONTINUE...



## Auditor

### **Fiscal Responsibility**

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### **ACTIONS STEPS:**

#### **FR 1. CONTINUED...**

#### **Resolve Finding No. 2012-02**

By December 2014, develop and implement policies and procedures regarding internal controls adopted by the County Board that ensure adherence to accounting principles general accepted in the United States of America.

By December 2015, provide training of existing personnel and additional qualified staff or consulting services to enable all responsible employees to adjust and maintain accounts on a modified accrual basis or accrual basis, as required by accounting principles generally accepted in the United States of America.

By December 2014, establish record keeping procedures that accumulate sufficient reliable data on which to base the balances and otherwise comply with terms of all grants.

#### **Resolve Finding No. 2012-03**

Continuous, cooperate with the County Treasurer to ensure that procedures implemented in fiscal year 2013 are followed and reviewed for necessary changes to improve the segregation of duties to ensure that the finding is not repeated.

#### **Resolve Finding No. 2012-04**

Continuous, assist the Grants Manager and County Treasurer in the collection, accounting and reporting related to accounting for grants.

By December 2014, conduct a full review of practices, procedures and policies that were adopted in 2013 and make any necessary recommendation for changes.



### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 2.

- ◇ **Objective:** To increase *fiscal responsibility* through the reduction of the County General Fund due to the implementation of centralized purchasing. This process will aid in; the documentation of fixed assets, misuse of county funds through inventory control and savings due to bulk purchasing.
- ◇ **Indicator:** The decrease in the Office Supply Budget.
- ◇ **Measurable:** The reduction of the office supply budget from \$xx,xxx in FY14 to \$xx,xxx FY15
- ◇ **Improvement:** A reduction of xx%
- ◇ **Deadline:** End of FY15

#### ACTIONS STEPS:

- ◇ January through March 2014—Conduct an Internal review and compile a list of all 2012 and 2013 Office Supply vouchers to determine
- ◇ January through April 2014—Develop lower cost with vendors.
- ◇ September 14, 2014—Finance Committee
- ◇ Meet with each department head to determine special purchase needs & particular office supplies and expenses to aid in operations. Determine to include all who prepare BU



### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** In order to increase *service excellence* by improving transparency for Tazewell County, provide access to the public of all accounts payable by adding the information to the County's website. This is also referred to as "Checkbook Online".
- ◇ **Indicator:** Checkbook Online rating according to the Illinois Policy Institute.
- ◇ **Measurable:** Increase of the County's transparency score and the number of inquiries (or hits) of this information on our website.
- ◇ **Improvement:** This will be an increase of 100%.
- ◇ **Deadline:** December 1, 2014

#### ACTIONS STEPS:

- ◇ Meet with our current Software Vendor
    - A. How much space will be required on our website to add this information
    - B. Will there need to be a special program written or does our current software allow it to be transferred.
    - C. Making sure the program would not jeopardize vendors private information such as Social Security numbers being released.
  - ◇ Meet with County Personnel
    - A. Meet with our I.T. Department to make sure we have ample space and decide how much time they would need to get it up and running.
- By October, 2014—Seek approval of the Budget Committee and County Board to fund this project if there is an additional cost.
- By November, 2015—Project completed and fully implemented.



# Tazewell County, Illinois

## 2014 Strategic Plan

### Building and Property Maintenance



## BUILDING MAINTENANCE

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** Make proactive repairs of the McKenzie Building, necessary to prevent leaks from developing which could cause major damage in an effort of being *fiscally responsible* as the major damages would be more costly. In addition, this will ensure the contents of the building are not damaged which could possibly cause disruption of county operations.
- ◇ **Indicator:**
- ◇ **Measurable:**
- ◇ **Improvement:** 100% completion of all actions by their specified deadline.
- ◇ **Deadline:** November 1, 2014

#### ACTIONS STEPS:

- ◇ Immediate, October 2013—Increase Capitol Budget funding for FY 14
- ◇ Intermediate, January 2014—Hire an architectural firm to draw up specifications for improvements.
- ◇ Intermediate, April 2014—Solicit bids for the project and approve contractor.
- ◇ Intermediate, May 2014—Begin improvements.
- ◇ Long, November 2014—Completion of improvements.

(Repairs to include but not limited to; joints and seams showing signs of deterioration and including the upper parapet walls.)



## BUILDING MAINTENANCE

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** To provide better *service excellence* through the expansion of available parking in the downtown area. Currently there are no county owned parking spaces available for the; public, summons jurors and at time none available for new employees.
- ◇ **Indicator:** The total number of County owned parking spaces.
- ◇ **Measurable:** Increase county owned parking spaces from 166 as of July 1, 2013 to 246 by January 2014
- ◇ **Improvement:** An 50% increase of county owned parking spaces
- ◇ **Deadline:** January 2015

#### ACTIONS STEPS:

- ◇ Increase parking due to the removal of the Pekin Daily Times Building at the NW corner of 4th and Elizabeth Streets.
  - Immediate, September 2013 - Begin planning the new parking and the funds required to do so.
  - Immediate, November 2013 - Have completed the demolition and removal of all debris from the Pekin Daily times building and all other structures at this location.
  - Intermediate, October 2013—Allocate Capitol Budget funds for the installation of the parking lot.
  - Intermediate, February 2014—Approve an architectural firm to provide specification for the parking lot.
  - Intermediate, April 2014—Go out for bids
  - Intermediate, May 2014—Approve a contract and begin



## BUILDING MAINTENANCE

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS1.

- ◇ **Objective:** Replacement of the handicap ramp at the Old Post Office Building to ensure *public safety*, prior to further deterioration.
- ◇ **Indicator:** Replacement handicap ramp
- ◇ **Measurable:** Completion of replacement ramp
- ◇ **Improvement:** 100%
- ◇ **Deadline:** June 2014

#### ACTIONS STEPS:

- ◇ Immediate, October 2013—Allocate funds in the FY14 Capitol Budget
- ◇ Intermediate, February 2014—Formulate bids/quote documents
- ◇ Intermediate, March 2014—Solicit bid/quotes
- ◇ Intermediate, April 2014—Approve contractor
- ◇ Intermediate, May 2014—Begin ramp replacement.



## BUILDING MAINTENANCE

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS2.

- ◇ **Objective:** To ensure *public* safety through the implementation and documentation of in house annual life safety inspections.
- ◇ **Indicator:** The number of life safety hazards documented December 1 annually by the Building Maintenance Department.
- ◇ **Measurable:** The number of life safety hazards documented versus the number of corrections made December 1 through November 1, Annually.
- ◇ **Improvement:** 2% annual proactive improvement of potential life safety hazards.
- ◇ **Deadline:** November 30, Annually.

#### ACTIONS STEPS:

- ◇ Immediate, December 1, 2013—Develop an inspection form which can be utilized to document potential life safety concerns at all County facilities and their level of urgency.
- ◇ Immediate, January 1, 2014—Perform initial life safety inspections of all county facilities.
- ◇ Ongoing, December of each subsequent year—Perform annual life safety inspection.



## BUILDING MAINTENANCE

### Quality of life

Promote community involvement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events. Strive to ensure a safe, secure, and healthy community.

#### GOAL QL 1.

- ◇ **Objective:** To ensure a good *quality of life* in County maintained buildings through the implementation of routine custodial inspections to ensure facilities are being maintained to the highest degree of cleanliness.
- ◇ **Indicator:** The number of poor inspection reports requiring an immediate correction or complaints taken requiring immediate attention related to janitorial services.
- ◇ **Measurable:** Poor janitorial inspection reports from X to Y.
- ◇ **Improvement:** 80% improvement
- ◇ **Deadline:** November 2014

#### ACTIONS STEPS:

- ◇ Immediate, December 31, 2013—Develop a checklist for auditing all aspects of janitorial duties as it relates to county facilities.
- ◇ Immediate, January 1, 2014—Begin quarterly inspections of all facilities, which will include discussion regarding janitorial services with the various departments and offices.
- ◇ Immediate, January 1, 2014—Begin logging all complaints and poor inspection reports regarding janitorial services and steps taken to correct any deficiencies.



## BUILDING MAINTENANCE

### Quality of life

Promote community involvement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events. Strive to ensure a safe, secure, and healthy community.

#### GOAL QL 2.

- ◇ **Objective:** Install operational windows in key areas of the remodeled portion of the McKenzie building to allow for better fresh air circulation, improving *quality of life* for the occupants and consumers utilizing these spaces.
- ◇ **Indicator:** The number of windows as determined and documented by Building Maintenance to be replaced.
- ◇ **Measurable:** 19 of the total 77 un-operational windows to be replaced.
- ◇ **Improvement:** 25% of un-operational windows to be replaced.
- ◇ **Deadline:** October 2014

#### ACTIONS STEPS:

- ◇ Immediate, July 2013—Initial research into estimated cost of replacement in order to determine the number of window which could be replaced.
- ◇ Immediate, October 2013—Allocate funds to the Capitol Budget FY14 to install operational windows in the McKenzie Building where needed.
- ◇ Intermediate, March 2014—Solicit quotes for window replacement.
- ◇ Intermediate, April 2014—Approve contractor for installation.
- ◇ Long, October 2014—Completion of installation.



Tazewell County, Illinois

2014 Strategic Plan

Community Development



## COMMUNITY DEVELOPMENT

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1. IMMEDIATE

- ◇ **Objective:** To maintain *fiscal responsibility* in an effort to offset the increase in operational costs with regards to enforcement and to support the building code program by establishing a new plan review fee structure related to residential structures due to the implementation of the Tazewell County Building and Property Maintenance Code.
- ◇ **Indicator:** The amount of Revenue generated by Residential Fees as reported in the Community Development Monthly and Annual Revenue Report
- ◇ **Measurable:** Building Permit/revenue collected for FY12 in the amount of \$24,625.00 projected amount to be \$87,260.00 for FY14 increasing Building Permit/Plan Review revenue by \$62,635.00 for FY14 (based upon permits issued in 2012 for new dwellings, room additions and accessory structures only does not include other structures which may require plan review fees. A more specific measurable on all structures can be reported more accurately at the end of 2014
- ◇ **Improvement:** 41.21% increase
- ◇ **Deadline:** Implementation January 1, 2014

#### ACTIONS STEPS:

- ◇ **Immediate:** July/August 2013—Complete draft of new fee schedule until adjustments can be made related to Fee Study and submit to Land Use Committee for approval. Fee schedule is developed based on the concept of supporting the building code program.
- ◇ **Immediate:** October 2013—Fee Schedule along with Building and Property Maintenance Code to be submitted to County Board for approval.
- ◇ **Immediate:** January 1, 2014 - Implement Fee Schedule along with Building and Property Maintenance Code
- ◇ **Intermediate:** January through November 2014—Collect more specific measurable numbers to provide accurate figures for FY 2015 Budgeting Process.



## COMMUNITY DEVELOPMENT

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 2. LONG TERM

- ◇ **Objective:** To improve *fiscal responsibility* by eliminating the need to outsource plan review and inspections for Commercial/Industrial structures by conducting the process in house. To date there is an Intergovernmental Agreement with the City of East Peoria to perform these services.
- ◇ **Indicator:** Consulting fee expenses as documented currently in the Community Development Annual Budget from FY11 to FY13 for Building Code Inspections
- ◇ **Measurable:** FY14 budget for outsourcing \$6000, to be reduced in FY15 to \$0.00
- ◇ **Improvement:** 0% budgeted for outsourcing FY 2015 for plan review and inspections of Commercial Structures.
- ◇ **Deadline:** December 1, 2014

#### ACTIONS STEPS:

- ◇ **Immediate:** September 2013—County Board approval for new Staff consisting of Plans Reviewer/Inspections Coordinator; Building Inspector/Code Enforcement; and Part-time Plumbing Inspector
- ◇ **Immediate:** November 2013—Conduct interviews with candidates for new positions
- ◇ **Immediate:** December 1, 2013— Hire and train new Staff
- ◇ **Intermediate:** February thru November 2014 -Engage staff in obtaining required certifications
- ◇ **Long:** December 1, 2014— Staff to have certifications for Residential and Commercial Building Code review and inspections.



## COMMUNITY DEVELOPMENT

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1. IMMEDIATE

- ◇ **Objective:** To increase and provide continued *service excellence* by increasing the internal functionality of the Community Development Department through reorganization and to hire additional staff, in order to be proactive and responsive to all citizen inquiries and complaints, due to implementation of Tazewell County Building and Property Maintenance Code.
- ◇ **Indicator:** Customer satisfaction rating of Community Development Department
- ◇ **Measurable:** Overall customer satisfaction rating of X to Y.
- ◇ **Improvement:** 100% Improvement
- ◇ **Deadline:** January 1, 2014.

#### ACTIONS STEPS:

- ◇ Immediate: September 2013—County Board approval for new Staff consisting of Plans Reviewer/Inspections Coordinator; Building Inspector/Code Enforcement; and Part-time Plumbing Inspector
- ◇ Immediate: January 1, 2014 -Implementation and enforcement of the Building and Property Maintenance Code
- ◇ Immediate: January 1, 2014—Develop Customer Satisfaction Survey
- ◇ Immediate: February 1, 2014—Establish baseline Customer Satisfaction Rating
- ◇ Ongoing: Review of plans and all inspections are conducted in timely fashion
- ◇ Ongoing: Monitor and report annual Customer Satisfaction Rating



## COMMUNITY DEVELOPMENT

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 2. IMMEDIATE

- ◇ **Objective:** To provide ongoing and improved *service excellence* by mentoring and developing staff leadership skills to prepare them for the “next steps” within the Department and support professional and educational training for existing and new staff.
- ◇ **Indicator:** Community Development Budgeting Request for Education & Training
- ◇ **Measurable:** Education and Training Budget to be increased from \$2,272 for FY 13 to \$3,700 for FY 14. r Currently 1 Inspector is certified as a Property Maintenance and Housing Inspector. By 2014 the Plans Reviewer/Inspections Coordinator, Building Inspector and Part-time Plumbing Inspector will be certified in all aspects of the Building Code regulations.
- ◇ **Improvement:** 100% all Inspectors to have proper certifications related to the Building Code Program
- ◇ **Deadline:** December 1, 2014—Expenses related to Education and Training will require a 3 year renewal

#### ACTIONS STEPS:

- ◇ **Immediate:** October 2013—Prepare FY14 Budget with \$3,700 Budgeted under Education and Training for certification based on 3 employees needing the certification



## COMMUNITY DEVELOPMENT

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 3.

#### INTERMEDIATE

- ◇ **Objective:** To improve *service excellence* by developing a user friendly atmosphere through the increase in technology based services, reducing the number of email, telephone and in person inquiries/ correspondence.
- ◇ **Indicator:** The number of Inquires as documented in the Community Development Month/Annual Activity Report July 2012 to January 1, 2014.
- ◇ **Measurable:** Current department monthly correspondence sent and received via; phone, email and in person is 3884 inquiries based on data collected from July 1, 2012 to July 1, 2013.
- ◇ **Improvement :** 30% decrease
- ◇ **Deadline:** Building application on web site March 1, 2014/Complaints via website December 1, 2014

#### ACTIONS STEPS:

- ◇ **Immediate:** October, 2013—Begin simplifying existing building application forms and create new to coincide with the Building and Property Maintenance Code to be viewed and accessed via the website.
- ◇ **Immediate:** March 1, 2014— Have forms available for public viewing and access via website on a trial basis.
- ◇ **Long Term:** December 1, 2014—Improve Community Development website. Allow for submittal of documents and complaints through the website rather than over the phone or in person.
- ◇ **Long Term:** FY 2016—Create the ability for citizens to make payments for building permits, etc., via the website.



## COMMUNITY DEVELOPMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 1. IMMEDIATE

- ◇ **Objective:** Act Regional — By the end of 2013, design an asset-based, comprehensive economic development strategy that expands public, private and non-profit collaboration in Tazewell County and links to the regional strategic vision.
- ◇ **Indicator:** Establish a comprehensive economic development strategy adopted by the County Board
- ◇ **Measurable:** Board adopted economic development strategic plan
- ◇ **Improvement:** 100%
- ◇ **Deadline:** FY end 2013

#### ACTIONS STEPS:

- ◇ **1A:** Assume a leadership role in the regional economic development initiative by fully participating in the Focus Forward CI initiative by the end of 2013.
- ◇ **1A-1:** Ensure representatives of Tazewell County are actively sharing, accessing and participating in all FFCl groups, including Police Steering Committee, initiative teams, and action teams by the end of Q3 2013.
- ◇ **1A-2:** By the end of Q3 2013 commit to funding the Focus Forward CI initiative through 2018.
- ◇ **1A-3:** Annually review the activities of this plan and the progress made with all collaborators in Tazewell County and update the plan as needed.
- ◇ **1B:** By the end of 2014 develop a collaborative county-wide community development structure that enables every local community, economic, workforce development and planning practitioner to be as successful as possible.
- ◇ **1B-1:** Hire an economic development coordinator for Tazewell County by the end of Q1 2014.
- ◇ **1B-2:** By the end of Q3 2013 institutionalize the Tazewell County Economic Development Technical Committee as an advisory committee to the Tazewell County board's Economic Development Committee. The Technical Committee will bring together community, economic, workforce development and planning practitioners in Tazewell County to collaborate, and share knowledge and opportunities.
- ◇ **1B-3:** By the end of 2014 identify the development needs of all the Tazewell County communities and develop a tool kit of ten (10) resources, aligned with regional resources, that meet those needs.
- ◇ **1B-4:** Enhance the websites in Tazewell County communities by providing them with consistent economic development content and links to county and regional resources.
- ◇ **1C:** By Q2 2014 fully participate in the regional ecosystem by collaborating with, sharing, and accessing regional economic development resources.
- ◇ **1C-1:** By the end of Q3 2014 develop a list of Tazewell County economic development assets and resources and proactively share those resources with the regional ecosystem.
- ◇ **1C-2:** By Q3 2014 proactively develop collaborative relationships with organizations that will provide Tazewell County with access to regional economic development.
- ◇ **1C-3:** Annually, as part of the CEDS, identify gaps in infrastructure (roads, utilities, ect.) that are a barrier to economic growth and proactively collaborate with state and regional organizations to prioritize projects and identify funding to remove those barriers.



## COMMUNITY DEVELOPMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 2. LONG TERM

- ◇ **Objective:** Expand Economic Performance - By the end of 2018, implement community economic development strategies and action plans that will increase overall Tazewell County wages by \$399.3 million, raise the average annual wage in Tazewell County by 6.9% and increase the total annual Municipal and County Sales Tax collected in Tazewell County by an average of 6% per year.
- ◇ **Indicator:** Median earnings County workers as reported by the U.S. Census Bureau.
- ◇ **Measurable:** From \$31,534 to \$33,710.00
- ◇ **Improvement:** 6.9%
- ◇ **Deadline:** FY end 2018

#### ACTIONS STEPS:

- ◇ **2A:** Create 6,595 new direct jobs at or above \$54,450/Year by end of 2018
  - 2A-1:** Establish an industry cluster action team for industry sectors identified as Tazewell County strengths: Manufacturing (2014), Agri-business (2014), Tourism/Unique Destination Drivers (2016), and Transportation Distribution and Logistics.
  - 2A-2:** Participating in the regional action plan to create a Water Resources Action team in 2013 to plan how the region leverages the role of the region's unique water assets as a community economic development (CED) driver. This analysis will consider the importance of regional control of this life critical asset and suggest an action plan for moving forward to leverage this unique & plentiful asset to increase economic development activity and job creation.
  - 2A-3:** By the end of 2014 develop a mentor program that matches regional businesses serving global markets with Tazewell County businesses with the interest and potential to serve global markets.
  - 2A-4:** Participate in the regional action plan to develop and implement by May 2014 a strategy to improve effectiveness and efficiency of government and regulatory services focused on community economic development activities. This strategy will be based on best practiced for single point of entry and one-stop 24/7 government services and lead to 50% improvement of business and citizen perception of the effectiveness, efficiency and customer service



## COMMUNITY DEVELOPMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 3. LONG TERM

- ◇ **Objective:** Improve Human Capital — By the end of 2018, improve demographics trends and the population mix in Tazewell County to ensure a plentiful workforce supply by increasing the total population by 3.7% (+5,005), the prime workforce demographic of 25-44 year old citizens from 25.8% to 30% of the population (+7,341); and the labor force participation rate from 65% to 66.5% (+6,595).
- ◇ **Indicator:** The percentage of individuals age 25-44 years old in the county as reported by the US Census Bureau.
- ◇ **Measurable:** 25.8% to 30%
- ◇ **Improvement:** 16.3% Increase
- ◇ **Deadline:** FY end 2018

#### ACTIONS STEPS:

- ◇ **3A:** By the end of 2018 increase by 15% the utilization of regional workforce development resources at Career Link by Tazewell County businesses and residents
  - 3A-1:** Through the action plans in Strategy 2B and Strategy 2C, identify the workforce needs of growing small businesses and entrepreneurs, and match them with existing workforce development resources.
  - 3A-2:** In 2014 proactively participate in the workforce alliance effort to identify career pathways for each Tazewell County priority industry sector which includes required soft skills, industry recognized credentials and educational training attainment benchmarks.
  - 3A-3:** By the end of 2014 begin to communicate the career pathways for Tazewell County priority industry sectors to high schools, community colleges, guidance counselors, students, job seekers and employees.
  - 3A-4:** Beginning in 2016 organize an annual summit that brings together workforce resources, employers, schools, trades ect to evaluate the effectiveness of the work force development effort in Tazewell County and region.
- ◇ **3B:** Lead the GeNEXT effort to improve the Quality of Place attractiveness of Tazewell County for GenNEXT generations, which will reduce the projected outflow of 2,500 GeNEXT citizens and attract 2,500 additional GeNEXT citizens to Tazewell County by 2018.
  - 3B-1:** In 2013 proactively participate with the GeNEXT action team to identify the quality of place assets desired by the 25-44 year-old demographic.
  - 3B-2:** In Q1 2014, evaluate Tazewell County's assets and identify those that meet the needs of the 25-44 year-old demographic and, characterize the needs that are left unmet.
  - 3B-3:** In Q3 2014, collaborate with the GeNEXT action team to create programs and events in Tazewell County that fill the identified gaps in the Quality of Life assets.
  - 3B-4:** Beginning in 2015 develop and implement a marketing strategy that leverages the Tazewell County Quality of Place assets that appeal to the GeNEXT citizens.



## COMMUNITY DEVELOPMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### ACTIONS STEPS:

Continued...

- ◇ **3C:** By the end of 2018 reduce the daily net import of employees by increasing the concentration of Tazewell County residents with Bachelor and Graduate Degrees from 23.8% to 28% (+7,088) by 2018, and the concentration of career certifications.
  - 3C-1:** Participate in and support the regional effort to develop a multi-cultural population strategy that values and embraces the importance of increasing by 75% (10,000 person) the number of non-native born citizens in the FFCL population by 2018.
  - 3C-2:** In 2015 create two annual events (Spring Break and Winter Break) that showcase career and educational opportunities and the CI Way of Life to college students.
  - 3C-3:** In 2015 recruit 20 Tazewell County employers to offer summer internships and proactively recruit and place 25 Tazewell County college students who are home for the summer.
  - 3C-4:** In 2015 collaborate with Illinois Central College and 20 Tazewell County employers to create internship programs for 25 ICC career certification students.
- ◇ **3D:** By 2018 reduce by 10% (from 1,355 to 1,220) the number of Tazewell County families and female households with children under 5 living in poverty.
  - 3D-1:** By 2018 improve the skill levels of 1,000 under-employed Tazewell County residents so they can fill existing job demands in healthcare, manufacturing, TDL and tourism.
  - 3D-2:** By 2018 reduce the number of unemployed citizens over 16 years of age by 1,200 persons by developing their interest and skills to fill current unmet and future job demands in healthcare, manufacturing, TDL and tourism.
  - 3D-3:** By 2018 move 1,300 employed persons up the employment value chain through focused development of soft and hard skills across priority industry sectors.
  - 3D-4:** By the end of 2016 begin to address the capital, human or service infrastructure gaps, such as public transportation and child care, that limit low income Tazewell County residents' access to jobs or job development resources available in the region.



## COMMUNITY DEVELOPMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 4.

#### INTERMEDIATE

- ◇ **Objective:** Value and Enhance the CI Way of Life - Quantify, communicate and imbed the importance of the unique rural and urban values of Tazewell County, and their role in the way CI Way of Life, to all who live in CI by 2014
- ◇ **Indicator:** Healthy Tazewell Initiative Community Health Assessment and Improvement Plan, AIA's Ten Livable Community Standards
- ◇ **Measurable:**
  1. Housing Starts, Peoria Area Association of Realtors
  2. U.S. Census Bureau
  3. TCRPC
- ◇ **Improvement:** 30%
- ◇ **Deadline:** 2014

#### ACTIONS STEPS:

- ◇ **4A:** Develop an internal marketing strategy that increases regional awareness of Tazewell County Way of Life assets by 30% in 2014.
  - 4A-1:** By 2014 inventory the unique Way of Life assets of each Tazewell County community, including residential housing options recreational opportunities, schools, ect.
  - 4A-2:** By 2014 develop an online app to map, update, share and link Tazewell County Way of Life arts, natural resources, recreational options, local foods, tourism, entertainment and active lifestyle assets.
  - 4A-3:** By 2016 develop two new annual festivals in Tazewell County that feature (1) ecotourism assets and (2) either the arts community or golf resources.
- ◇ **4B:** Proactively participate in the regional development in 2013-14 and implementation by 2015-16 of a healthy community strategy to enhance the CI Way of Life and workforce health that addresses strategic goals around improved population health, education and income in collaboration with the United Way, Quality Quest, are hospitals and county health departments.
  - 4B-1:** Develop a collaborative, comprehensive, county health education strategy and implementation plan that focuses on the relationship between healthy lifestyles and economic development.
  - 4B-2:** Identify and develop strategies to improve Tazewell County's rates of the top three most critical chronic diseases versus state and national benchmarks.
  - 4B-3:** By 2014 develop and implement a healthy community strategy and implementation plan that provided evidence-based recommendations that are most likely to reduce the burden of the leading causes of preventable death and major illness by 2018.
  - 4B-4:** Develop a comprehensive County health improvement performance tracking and reporting initiative that (1) aligns with our regional health improvement priorities, and (2) aligns with generally accepted health metrics as defined by the U.S. Department of Health and Human Services in the Healthy People 2020 and National prevention Strategy programs.



## COMMUNITY DEVELOPMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### ACTIONS STEPS:

Continued...

- ◇ **4C:** Create a collaborative culture of livable communities throughout Tazewell County and the region that is based on AIA's Ten Livable Community Standards.

**4C-1:** Collaborate with regional partners to define FFCI livable community priorities for urban and rural communities by December 2014 that leverages the planning and design resources of the AIA, University of Illinois and Urban Land Institute.

**4C-2:** Host a livable community forum in 2014 that communicates the value and importance of livable community standards as a magnet for attracting 25-44 year old knowledge workers and firms to Tazewell County and the region.

**4C-3:** Complete locally developed livable community strategies in 50% of Tazewell County communities by 2016 and 75% by 2018, which has a priority focus on creating more vibrant 24/7 urban downtown and rural town centers.

**4C-4:** Define and establish regional capacity building resources within the CI EDC or TCRPC by 2016 to assist local community economic development teams to implement and maintain livable community.

- ◇ **4D:** Participate in the development of a comprehensive regional housing market analysis, strategy, and implementation plan that addresses the impact of FFCI SMART goals on the County's housing needs and begins to meet those needs by the end of 2018.

**4D-1:** By Q2 2014 conduct a comprehensive housing market analysis that focuses on current market supply and demand, as well as future supply and demand needed to support the FFCI SMART goals by 2018. The analysis should consider housing needs and preferences at different income levels in rural and urban communities in the County for owner-occupied, rental, young professional, GenNEXT residents, special needs, workforce, and active senior living environments.

**4D-2:** In conjunction with the 2014 livable community forums, communicate the value of diverse housing alternatives for attracting work and workers to both rural and urban communities in Tazewell County, which expands economic development and improves quality of life while meeting the identified demand from the regional housing market analysis.

**4D-3:** Develop a comprehensive county housing strategy by the end of 2014 based upon the results of the regional housing market analysis and the SMART job creation goals.

**4D-4:** Define and establish regional capacity building resources within the CI EDC or TCRPC by 2015 to assist local community economic development teams to implement and maintain livable community strategies and action plans.



## COMMUNITY DEVELOPMENT

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS 1. IMMEDIATE

- ◇ **Objective:** To increase *public safety* in addition to providing safe construction for unincorporated County residents through adoption, implementation and enforcement of the Tazewell County Building and Property Maintenance Code, consisting of the, 2012 IBC, 2012 IRC, 2012 IPMC, 2012 IEBC, 2012 ECC, 2012 IMC, NFPA 70, NEC 2011, State of Illinois Plumbing Code Part 890 and the Illinois Accessibility Code.
- ◇ **Indicator:** Community Development Department Monthly and Annual Activity Reports
- ◇ **Note:** Lower insurance rates to be determined potentially 1 year from date of adoption
- ◇ **Measurable:** The number of structures required to comply with the Building and Property Maintenance Code as compared to residential structure prior to 2014
- ◇ **Improvement:** 100%
- ◇ **Deadline:** Implementation January 1, 2014

#### ACTIONS STEPS:

- ◇ **Immediate:** September-October—County Board approval for new Staff consisting of Plans Reviewer/Inspections Coordinator; Building Inspector/Code Enforcement, and Part-time Plumbing Inspector and adoption of the Tazewell County Building and Property Maintenance Code
- ◇ **Immediate:** September/October 2013 - Conduct public forums and public outreach to inform residents, contractors, realtors, etc, the purpose of adopting and implementing the Building and Property Maintenance Code
- ◇ **Immediate:** December 1, 2013 - Hire and train Staff
- ◇ **Immediate:** January 1, 2014 —Implementation and Enforcement of Building Code Program
- ◇ **Intermediate:** January – July 2014— Staff to obtain certifications for Residential and Commercial Code Building for plan review and inspections



## COMMUNITY DEVELOPMENT

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS 2. ONGOING

- ◇ **Objective:** To increase public safety through the reduction of uninhabitable/dilapidated homes and nuisance properties through the enforcement of the Tazewell County Building and Property Maintenance.
- ◇ **Indicator:** The number of uninhabitable/dilapidated structures to be documented by Community Development Department Report
- ◇ **Measurable:** Removal of 2 uninhabitable/dilapidated structure per Fiscal Year—Increase in the Budget for Condemnation/Clean-up from \$0 for FY13 to \$6,000 for FY14 (note: this dollar amount is based on removal of 1 structure for 2014 should the need arise)
- ◇ **Improvement:** To be determined with a potential of a 20% decrease of unsafe structures and nuisance properties in the unincorporated Tazewell County annually thru Budgeting of monies for condemnation/ removal of structures
- ◇ **Deadline:** Ongoing yearly project

#### ACTIONS STEPS:

- ◇ **Ongoing:** Work in a collaborated effort with the Health Department and additional agencies to determine steps needed for removal of said structures. Enforcement of the Property Maintenance Code as part of the adopted Building Code will help in determination of said properties that are in need of repair/removal.
- ◇ **Long Term:** August 1, 2015—Evaluate homes and properties in the County that are high in priority for removal/repair/clean-up.
- ◇ **Long Term:** August/September 2015—Develop a systematic policy and process for ordering removal of structures. Determine steps needed and estimated dollar amount required to order demolitions of properties. Also arrive at an estimated dollar amount for clean-up of properties in cases on non-compliance.
- ◇ **Long Term:** August/September 2015 - Contact Townships and additional agencies in an effort to obtain partnerships to potentially help to off set costs related to demolitions and removal of such structures
- ◇ **Long:** August/September 2015—Prepare Budget to reflect the increase in expense for condemnation for FY16 for approval by the Finance Budget Committee and County Board.



## COMMUNITY DEVELOPMENT

### Quality of life

Promote community involvement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events. Strive to ensure a safe, secure, and healthy community.

#### GOAL QL1. ONGOING

- ◇ **Objective:** To ensure the Quality of Life for residents in the unincorporated areas of Tazewell County by promoting and ensuring safe and aesthetically pleasing properties through enforcement of the Building and Property Maintenance Code
- ◇ **Indicator:** Community Development Department Code Enforcement Reports & Statistics provided by Health Department
- ◇ **Measurable:** To be determined upon following collection of data
- ◇ **Improvement:** To be determined
- ◇ **Deadline:** Ongoing

#### ACTIONS STEPS:

- ◇ **Immediate:** July 1, 2013 - Work in collaboration with the Health Department to develop the Property Maintenance Code—creating a combined effort in enforcement on January 1, 2014
- ◇ **Immediate:** July-November 2013—Approval of Staffing, Fees and Building and Property Maintenance by the Tazewell County Board with implementation to begin January 1, 2013
- ◇ **Ongoing:** Continued approval by the County Board for Budgeted Amounts related to condemnation/clean-up of properties
- ◇ **Ongoing:** Increase public awareness with regards to current and future code and ordinance guidelines.
- ◇ **Ongoing:** Be proactive in our efforts to clean up continually problematic areas through continuance of annual sweeps.
- ◇ **Ongoing:** Continue to work with the Tazewell County Health Department in a collaborative effort in the ongoing enforcement of the Property Maintenance Code.



# Tazewell County, Illinois

## 2014 Strategic Plan

### Coroner



## CORONER

**Fiscal Responsibility**

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

## GOAL FR 1.

- ◇ **Objective:** Promote *fiscal responsibility* by updating technological capabilities in Hardware, Software, Data Storage and policy implementation; to decrease mileage expenditures by Jurors and deputies; to reduce office material expenses; to facilitate better time management for full time staff.
- ◇ **Indicator 1:** Reduction of the following line items; mileage and inquest transcriptions expenditures due to inter departmental technological improvements.
- ◇ **Indicator 2:** Reduction of juror fees due to new policy implementation.
- ◇ **Measurable 1:** Mileage line item reduction from \$2000.00 FY14 to \$1600.00 FY15 AND Inquest transcription expenditures from \$3000 FY14 to \$2400 FY15
- ◇ **Measurable 2:** Juror fee line item reduction from \$1050.00 FY14 to \$840.00 FY15
- ◇ **Improvement 1:** 20% reduction of each of the following line items; mileage and inquest transcriptions expenditures.
- ◇ **Improvement 2:** 20% reduction in juror fee expenditures
- ◇ **Deadline:** By the end of 2014

## ACTIONS STEPS:

- ◇ Acquisitions of iPads for Deputies to transmit rather than hand deliver documents to the office to decrease mileage expense.
  - Contractor to create software and train staff on searchable data base for any other actions to be taken to accomplish.
- ◇ Policy changes to reflect Coroner decision costs versus Inquest Jury costs



## CORONER

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** To improve *service excellence* by providing training to entire staff; Death investigation course for field investigators; National Incident Management Systems (NIMS) training for Mass Casualty incidents for full time staff; Office management training for Day to Day operations.
- ◇ **Indicator 1:** Number of investigators passing through the St Louis 5 day Death Investigators Course.
- ◇ **Indicator 2:** Number of full time staff completing mandated (NIMS) Emergency Preparedness Training.
- ◇ **Measurable 1:** As of August 1, 2013 three (3) investigators have completed the Death Investigation 5 day Course, with two (2) investigators remaining. Upon completion there will be a total of five (5) field investigators whom have completed the course.
- ◇ **Measurable 2:** As of August 1, 2013 One (1) member of the full time staff has partially completed (NIMS) training with a total of three (3) full time staff members to have fully completed (NIMS) training while maintaining day to day operations.
- ◇ **Improvement:** 100% training completion by the number of staff specified.
- ◇ **Deadline 1:** July 31, 2014
- ◇ **Deadline 2:** January 31, 2015

#### ACTIONS STEPS:

- ◇ Death Investigation Course
  - A. Fourth investigator set to complete the course by September 2013
  - B. Fifth investigator set to complete the course by July 2014
- ◇ National Incident Management Systems (NIMS) Training
  - Process of completion consists of; online basic study and an interview process for those who can be of assistance.



Tazewell County, Illinois

2014 Strategic Plan

County Administration



## COUNTY ADMINISTRATION

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** Maintain fiscal responsibility by limiting the growth in actual expenditures to COLA plus the increase in tax revenue for the next five years.
- ◇ **Indicator:** The amount actually expended from all County funds
- ◇ **Measurable:** Limiting growth in total actual expenditures of \$60,087,120 to \$69,657,440 over the next five years, COLA (3%) plus the increase in tax revenue in excess of COLA.
- ◇ **Improvement:** 0%, maintains the four year average in the growth in expenditures
- ◇ **Deadline:** Annually through Fiscal Year 19

#### ACTIONS STEPS:

- ◇ By April 1, 2014 identify all expenditures that deviate from the acceptable rate of growth, such as salaries and benefits.
- ◇ By April 1, 2014 evaluate revenue trends and identify areas of potential growth.
- ◇ By July 1, 2014 develop strategies to address these anomalies, i.e. reduce the growth in salaries by shrinking the workforce through attrition so that wages can grow.
- ◇ By July 1, 2014 develop strategies to address increasing the growth in revenues, i.e. encourage development and economic activities, and seek an increase in federal and state grants.
- ◇ By September 1, 2014 submit a budget that is consistent with the strategic goal on an annual basis



## COUNTY ADMINISTRATION

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 1.

- ◇ **Objective:** Expand Economic Performance – By the April 1, 2014, develop and implement community economic development incentive policies that support the County Economic Development Strategic Plan to increase overall Tazewell County wages by \$399.3 million, raise the average annual wage in Tazewell County by 6.9% and increase the total annual Municipal and County Sales Tax collected in Tazewell County by an average of 6% per year by the end of 2018.
- ◇ **Indicator:** Median earnings County workers as reported by the U.S. Census Bureau.
- ◇ **Measurable:** From \$31,534 to \$33,710.00
- ◇ **Improvement:** 6.9%
- ◇ **Deadline:** FY19

#### ACTIONS STEPS:

- ◇ By April 1, 2014 develop and adopt an Economic Development Incentive Policy that will encourage business growth, attraction, and retention.
- ◇ By September 1, 2014 identify funding for the EDIP in the FY15 Budget
- ◇ By January 1, 2016 realize a 6.9% average grow in median earnings County workers as reported by U.S. Census Bureau.



Tazewell County, Illinois

2014 Strategic Plan

County Clerk



## COUNTY CLERK

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** To improve/promote *fiscal responsibility* through the reduction the Recorder's *Print Tracking Contract Account*, due the installation of new software and equipment.
- ◇ **Indicator:** Reduction of the print tracking budget for FY14
- ◇ **Measurable:** The budget will be reduced from \$4200 FY13 to \$1000 FY14.
- ◇ **Improvement:** A 72% decrease in the *Print Tracking Contract Account*.
- ◇ **Deadline:** December 1, 2013

#### ACTIONS STEPS:

- ◇ **Immediate:** August 2013—Review by the States Attorney of contract submitted by Digital Copy.
- ◇ **Immediate:** September 2013—Enter into a contract with Digital Copy for a period up to one year, in hopes of aligning the new contract with Tazewell County's existing contract, which is due for renewal July 2014.
- ◇ **Immediate:** September 2013—Installation, training and implementation of new software and equipment.



### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 2.

- ◇ **Objective:** The significant reduction of the recorder of deeds budget in an effort of being *fiscally responsible*, due to the installation of new recordation software and equipment.
- ◇ **Indicator:** Reduction of the Recorder of Deeds *Contractual - User Fee* Expenditure Account.
- ◇ **Measurable:** FY13 budget of \$70,000 to be reduced to \$YY, YYY budget FY16
- ◇ **Improvement:** Decrease of Z%
- ◇ **Deadline:** FY16 Budget

#### ACTIONS STEPS:

- ◇ Long Term: December 1, 2014—Prepare RFP (request for proposal)
- ◇ Long Term: January 2015—Advertise RFP and obtain bids.
- ◇ Long Term: March 2015—Review such bids and make recommendation if necessary to the County Board for approval.

\*\*Current recordation contract expires July 2015.



### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 3.

- ◇ **Objective:** Improve *fiscal responsibility* through the reduction of voluntarily printed pay stubs and W2s by Tazewell County, which will; reduce the cost of forms, envelopes, postage and staff time for preparation.
- ◇ **Indicator:** The number of employee which continue to request/receive a hardcopy of either their pay stub or W2.
- ◇ **Measurable:** 400 employees currently receiving a hardcopy of their pay stub/W2 as of July 1, 2013 compared to the YY number of employees requesting a hardcopy as of January 1, 2015.
- ◇ **Improvement:** Reduction of Z% employees receiving by request printed paystubs/W2
- ◇ **Deadline:** January 2015

#### ACTIONS STEPS:

- ◇ Immediate: October 2013—Budget new software for FY 14
- ◇ Immediate: January 2014—Purchase new software from the current vendor, Frey & Company,
- ◇ Intermediate: June 2014—Allow the access of payroll stubs online.
- ◇ Long Term: January 2015—Allow the capability of obtaining W2s online.
- ◇



### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** Improve *service excellence* through lessening the restriction of payment by constituents, by offering credit card payments through the State of Illinois E-Pay system.
- ◇ **Indicator:** The number of transactions which utilize the E-pay system.
- ◇ **Measurable:** X number of E-pay transactions compared to Y cash/check transactions following six months of implementation.
- ◇ **Improvement:** 50% Utilization of the E-pay option within the first 6 months of implementations.
- ◇ **Deadline:** Implement November 1, 2013

#### ACTIONS STEPS:

- ◇ Immediate: October 2013—Contract for utilization signed by the state Treasurer.
- ◇ Immediate: November 2013—Credit Card Machines installed and process implemented.



## COUNTY CLERK

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 2.

- ◇ **Objective:** Provide better *service excellence* by providing all existing electronically imaged documents on the county website for public viewing.
- ◇ **Indicator:** The number of imaged documents provided online.
- ◇ **Measurable:** Out of the 463,242 recorded documents currently saved electronically, 219,209 of those documents will be available to view online by December 2013. The remaining 244,033 imaged documents will be converted and available online public viewing by February 2014.
- ◇ **Improvement:** 100% of electronically formatted documents recorded from 1991 to present will be available online.
- ◇ **Deadline:** February 2014

#### ACTIONS STEPS:

- ◇ **Immediate:** August 2013- Research companies that have the capability of providing such information through the internet.
- ◇ **Immediate:** September 2013—Contract signed with chosen company.
- ◇ **Immediate:** September 2013—Market the product in order to sell subscriptions.
- ◇ **Immediate:** September 2013—Implementation



## COUNTY CLERK

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 3.

- ◇ **Objective:** To improve *service excellence* by increasing public access to Recorder of deeds documents online through the continued imaging of all documents recorded prior to 1991.
- ◇ **Indicator:** The number of pre-1991 recorded documents to be imaged.
- ◇ **Measurable:** Number of pre-1991 pages on accessible by County web site from X to Y.
- ◇ **Improvement:** Z% of total documents in the universe
- ◇ **Deadline:** *Implement* process FY15, of imagining all recorded documents prior to 1991.

#### ACTIONS STEPS:

- ◇ **Immediate:** FY13—Research companies to determine cost versus in house scanning of documents. As well as determining which companies are capable of interfacing with the company chosen to provide information the online.
- ◇ **Intermediate:** FY14—Once chosen, enter into a contract.
- ◇ **Long Term:** FY15—Implement process.
- ◇ Implement the scanning of all documents recorded prior to 1994, to allow public access online of all recorded documents.



## COUNTY CLERK

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 4

- ◇ **Objective:** Provide *service excellence* by allowing electronic entering of payroll by departments which will alleviate duplication of data entry and lessen the possibility of error during entry.
- ◇ **Indicator:** The current number of departments participating as documented by the County Clerk.
- ◇ **Measurable:** As of July 1, 2013 three departments have implemented such entry participants, with 19 remaining to begin implementation by December 2013.
- ◇ **Improvement:** 100% participation.
- ◇ **Deadline:** Full participation by March 1, 2014

#### ACTIONS STEPS:

- ◇ Immediate: July 2013—Finalize the importing documents.
- ◇ Immediate: August 2013—End of the trial process of the first 3 participating departments.
- ◇ Immediate: September 2013—Supply information regarding the process to 17 additional department heads and answer questions as needed.
- ◇ Intermediate: February 2014—Implementation of the final 2 departments remaining to implement, Health and Sheriff.



## COUNTY CLERK

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 5.

- ◇ **Objective:** Promote *service excellence* through time savings of our constituents, by allowing the public to enter marriage information online in advance of their office visit to obtain the license.
- ◇ **Indicator:** The number of individuals utilizing the service following implementation.
- ◇ **Measurable:** To be determined following one year of implementation.
- ◇ **Improvement:** To be determined following one year of implementation.
- ◇ **Deadline:** March 1, 2014 implementation

#### ACTIONS STEPS:

- ◇ Immediate: December 2013—Current vital statistics vendor, Liberty Systems L.L.C., will develop software.
- ◇ Immediate: January 2014—install software and link to Tazewell county website, allowing immediate access.



### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS1.

- ◇ **Objective:** The ensure the *public safety* of children on election day, eliminate the use of public schools as polling locations.
- ◇ **Indicator:** Relocation of the final remaining precincts utilizing public schools as a polling place
- ◇ **Measurable:** Relocation of the remaining 20 of the total 135 voting precincts from public schools.
- ◇ **Improvement:** Reducing the utilization of public schools as polling places from 15% to 0%.
- ◇ **Deadline:** March 2016

#### ACTIONS STEPS:

- ◇ Determine which other sites in the general vicinity would be; practical, adequate size, as well as handicap accessible.
- ◇ Contact appropriate person from each site to secure the location for upcoming elections.



Tazewell County, Illinois

# 2014 Strategic Plan

## Court Services



### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** To improve fiscal responsibility by reducing the reliance on secured detention. In 2011, 22 juveniles were placed on electronic monitoring for a total of 975 days. The total operating cost to the county was \$6327.75. In contrast, if similarly detained the cost to the county would have been \$87,750, a total savings of \$81,422.25. The department intends to increase the savings an additional 5% with non-secured detention alternatives, which is a total annual savings of over \$92,000.00.
- ◇ **Indicator:** Total days juvenile probation clients spend in a detention alternative program will be calculated by the Probation Department on an annual basis. The expected total number of days will be approximately 1025.
- ◇ **Measurable:** Total days juvenile probation clients spend in a detention alternative program will be calculated by the Probation Department on an annual basis.
- ◇ **Improvement:** An increase of 5% in annual savings through the utilization of non secured detention alternatives.
- ◇ **Deadline:** December 31, 2014

#### ACTIONS STEPS:

- ◇ Implementation of non-secured detention alternatives
- ◇ Collaborate with stakeholders to utilize non-secured detention alternatives in lieu of secured detention.



## COURT SERVICES

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** Improve service excellence by improving social media presence of the probation department. Currently, the five largest law enforcement agencies in Tazewell County have dedicated Facebook Pages (Tazewell County Sheriff, Pekin Police, East Peoria Police, Washington Police and Morton Police). The sites are utilized to post adult warrants, promote charity drives and educate the community.
- ◇ **Indicator:** Tazewell County Probation Facebook page developed and maintained on an on going basis
- ◇ **Measurable:** The Probation department will develop a dedicated Tazewell County probation Facebook page and track the number of "hits" or "visits" on an annual basis.
- ◇ **Improvement:** Improved collaboration with law enforcement agencies throughout Tazewell County. Education of the public regarding probation practices in Tazewell County.
- ◇ **Deadline:** December 1, 2013

#### ACTIONS STEPS:

- ◇ August 2013—Create Social Media Team to develop content to be posted (i.e. departmental information, warrant caseload, community information, ect. ..)
- ◇ December 1, 2013—Facebook Page created
- ◇ Ongoing—Page maintenance (upload current warrant sheets, post information monthly , monitor community posts, promote charitable efforts, ect..)



## COURT SERVICES

### Public Safety

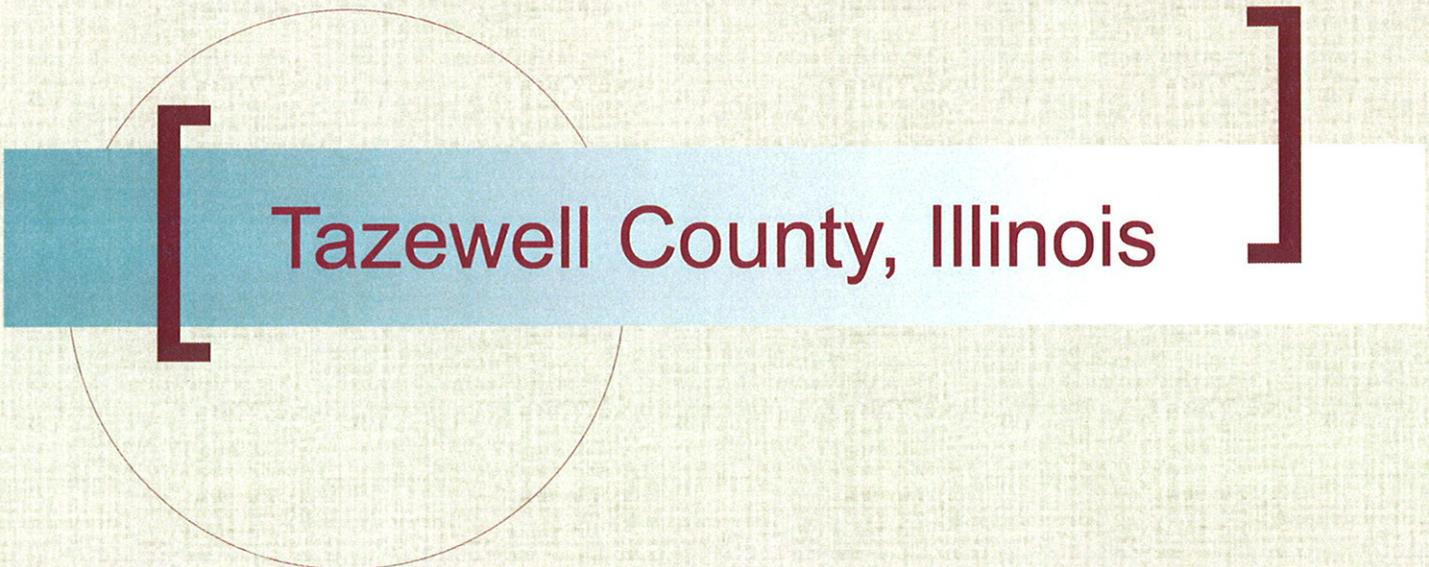
Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS1.

- ◇ **Objective:** Improve public safety by holding probationers more accountable and improving supervision by ensuring all offenders under probation supervision will be entered into Report Management Systems (RMS) altering law enforcement of probation status.
- ◇ **Indicator:** Probation will be contacted on new arrests and violations of probation supervision by law enforcement agencies.
- ◇ **Measurable:** Periodic audit of RMS to ensure current probation clients are enrolled in the system.
- ◇ **Improvement:** Improved communication with law enforcement agencies throughout Tazewell County resulting in enhanced public safety and offender accountability.
- ◇ **Deadline:** Data entry complete by October 1, 2013 on existing cases and ongoing for all new probation cases.

#### ACTIONS STEPS:

- ◇ October 1, 2013—Management team will coordinate data entry of all offenders currently under probation supervision into the Report Management System (RMS).
- ◇ October 1, 2013—Management team will write procedures for keeping probation information in RMS accurate and updated.



Tazewell County, Illinois

2014 Strategic Plan

Emergency Management  
Services



### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** Installation of the EMA Building at the Tremont Complex with a whole building security system in order to be *fiscally responsible* in securing the \$xx,xxx of newly purchased equipment housed in this facility.
- ◇ **Indicator:** \$6000 increase in the EMA New Equipment Budget for FY14.
- ◇ **Measurable:** FY13 budget of 3500.00 as compared to FY14 budget of 9500.00, due to a one time installation fee of the security system.
- ◇ **Improvement:** A one year increase of the New Equipment Budget by 37%.
- ◇ **Deadline:** Installation, February 2014

#### ACTIONS STEPS:

- ◇ Research different companies and systems for the most fiscally responsible



### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS1.

#### INTERMEDIATE

- ◇ **Objective:** Implement preparedness activities to increase *public safety* in the event of a severe storm.
- ◇ **Indicator:**
- ◇ **Measurable:**
- ◇ **Improvement:**
- ◇ **Deadline:** March 2014

#### ACTIONS STEPS:

- ◇ Receive from the National Weather Service the Storm Ready Designation for Tazewell County.
  - August, 2013-Complete Storm Ready Application
  - September, 2013-Schedule Storm Ready on-site visit.
  - Fall, 2013-Complete Storm Ready initiatives for designation.
  - Spring, 2014-Receive designation.
- ◇ Promote seasonal preparedness with press releases from TC EMA
- ◇ Give emergency preparedness talks within the county to various agencies 4 times per year



### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS2. LONG

- ◇ **Objective:** Increase *public safety* through the participation of county board members and department heads for overall emergency preparedness for Tazewell County.
- ◇ **Indicator:** The number of Certification held by TC board members and department heads as documented by the EMA director.
- ◇ **Measurable:** X number of current participants FY13 compared to Y number of participants FY 14
- ◇ **Improvement:** 30% increase in involvement.
- ◇ **Deadline:** October 2014

#### ACTIONS STEPS:

- ◇ Increase National Incident Management System (NIMS) certification(s) among county board members and department heads certifications among
  - A. November 2013/May 2014-Offer classroom style NIMS training in order to increase effectiveness of training and completed certifications.
  - B. Send reminders to department heads quarterly regarding NIMS training
  - C. October 2014-Certification deadline.



### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS3. INTERMEDIATE

- ◇ **Objective:** Increase *public safety* through the proactive notification and information about Tazewell County EMA through
- ◇ **Indicator:** The number of onsite visits by the Director of EMA
- ◇ **Measurable:** Potential 26 on site visits.
- ◇ **Improvement:** 100% of onsite visits completed.
- ◇ **Deadline:** April 30, 2014

#### ACTIONS STEPS:

- ◇ Increased number of visits to local first responder departments for increased awareness of the capabilities of Tazewell County EMA and to foster increased collaboration before, during and after disasters.
  - A. December 31, 2013, Immediate-Prepare TC EMA materials to be distributed to local first responder agencies to include; brochures, flyers, resource index and emergency supplies for individuals step by step build kit.
  - B. January thru April 2014, Intermediate—On site visits to each jurisdictions police and fire representative for the purpose of distribution of materials and a face to face introduction.



### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS4.

- ◇ **Objective:** To improve public safety, develop a trained Damage Assessment Team.
- ◇ **Indicator:**
- ◇ **Measurable:**
- ◇ **Improvement:**
- ◇ **Deadline: ??**

#### ACTIONS STEPS:

- ◇ September 2013, Immediate—Select a team leader and assistant leader (volunteer positions)
- ◇ September 2013, Immediate—Identify needed equipment for the team.
- ◇ October 2014—Implement training plan for damage assessment team comprised of TC EMA volunteer members.
- ◇ Quarterly on an Annual basis, Ongoing—Training to be conducted by team leader and/or IEMA staff.



**Public Safety**

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

GOAL PS5.

- ◇ **Objective:** To improve *public safety*, implement a dispatching system through the 911 ETSB for specialized TC EMA teams to include; search and rescue, communication and unifies command posts.
- ◇ **Indicator:**
- ◇ **Measurable:**
- ◇ **Improvement:**
- ◇ **Deadline:**

ACTIONS STEPS:

◇



**Public Safety**

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

**GOAL PS6.**

- ◇ **Objective:** Maintain the Tazewell County Emergency Operations Plan and accreditation with the Illinois Emergency Management Agency, first established November 2012, to continue to provide a high standard of *public safety* to our citizens
- ◇ **Indicator:**
- ◇ **Measurable:**
- ◇ **Improvement:**
- ◇ **Deadline:**

**ACTIONS STEPS:**

◇



### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS7.

- ◇ **Objective:** Increase *public safety* through out Tazewell County facilities due to the standardization of written emergency procedures and policies.
- ◇ **Indicator:** The number policies and procedures created/adopted?
- ◇ **Measurable:** Increase emergency policies/procedures in County Maintained facilities from x to y.
- ◇ **Improvement:** Z% of facilities to have an updated procedure in place.
- ◇ **Deadline:** ??

#### ACTIONS STEPS:

- ◇ Hire an EMA intern for the purpose of researching and creating such policies and procedures (i.e. emergency action plan, evacuation routes, emergency drill and exercises).
- ◇ August 2013, Immediate— Contact director of WIUs EM program to discuss; requirements of internships for both the student and Tazewell County and how to develop an appropriate application process.
- ◇ August 2013, Immediate— Draft Intern Job Description
- ◇ Immediate—Have new position graded by the evaluation committee
- ◇ Immediate—Have description approved by HR
- ◇ September 2013, Immediate— Board Approval for New hire
- ◇ September 2013, Immediate—Determine new equipment needed for the intern position to budget FY14.
- ◇ October 2013, Immediate—Budget FY14 for additional staff and equipment needed.
- ◇ December 2013, Immediate—Locate/develop office space/area for intern position.
- ◇ February/March 2014, Intermediate—Accept applications
- ◇ April/May 2014, Intermediate—Conduct Interviews for Summer internship
- ◇ June 2014, Intermediate— Implement Summer Term Internship



Tazewell County, Illinois

# 2014 Strategic Plan

## Human Resources



## HUMAN RESOURCES

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** Improve service excellence through the development and implementation of a comprehensive training program
- ◇ **Indicator:** The number of employees who complete the appropriate and required training
- ◇ **Measurable:** Baseline needs to be determined
- ◇ **Improvement:** Achieve 100% success in providing appropriate and required training of all current staff
- ◇ **Deadline:** January 1, 2016

#### ACTIONS STEPS:

- ◇ By January 1, 2014 identify all required and appropriate training to meet our strategic goals.
- ◇ By July 1, 2014 develop a comprehensive training program and schedule sufficient to ensure that all staff on the county payroll as of January 1, 2014 receives the appropriate and required training by the stated dead line.
- ◇ By August 1, 2014 submit a budget request sufficient to fund the implementation of the comprehensive training program.
- ◇ By December 1, 2014 develop and implement a tracking method of tracking and documenting all training, education, certificates earned by employees.
- ◇ By January 1, 2015 have achieved a 50% success rate in providing appropriate and required training of all staff on the county payroll as of January 1, 2014 in relation to the bases line developed in 2014.



## HUMAN RESOURCES

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 2.

- ◇ **Objective:** Improve service excellence and quality of our employees work life through the adoption and equitable implementation of the County's Personnel Policy.
- ◇ **Indicator:** Having a up dated Personnel Policy.
- ◇ **Measurable:** Adoption by the County Board of an up dated Personnel Policy.
- ◇ **Improvement:** 100%
- ◇ **Deadline:** January 1, 2014

#### ACTIONS STEPS:

- ◇ By November 15, 2013 make any necessary revisions to the draft personnel policy to enable adoption by the County Board at their November 20<sup>th</sup> meeting.
- ◇ By November 20, 2013 the County Board adopts the revised Personnel Policy.
- ◇ By January 1, 2014 provide training for all elected officials, department heads and supervisors on the changes to the County Personnel Policy and provide continued support.
- ◇ Ongoing, monitor implementation through inquiries of supervisory staff and employee inquiries and complaints.



Tazewell County, Illinois

2014 Strategic Plan

Highway Department



## HIGHWAY DEPARTMENT

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** Replace the Wick Building at the Tazewell County Highway Department in an effort of being *fiscally responsible*, due to the severe deterioration and corroded walls from salt exposure, leaking roof and poor insulation making the energy efficiency poor to non-existent. The building has a retrofitted wash bay that has caused erosion and moisture problems due to the facility not being set up for a wash bay, which is critical to the maintenance up keep of the fleet of tandems/plows that are subject to extensive salt exposure.
- ◇ **Indicator:** Replacement or repair of the Wick building.
- ◇ **Measurable:** Completion of project
- ◇ **Improvement:** 100%
- ◇ **Deadline:** End of FY 2016

#### ACTIONS STEPS:

- ◇ New construction to consist of an approximately 75' x 130' building, depending on architectural recommendation. The building would include; two modern truck wash bays and heated storage bays. It may also be possible to incorporate concrete walls to provide some storm shelter protection for the Tremont Complex, as well as potential off site climate controlled storage.
  - FY 2014—Architecture/Engineering of New Structure
    - \$75,000 County Highway Budget.
    - (This amount has been budgeted for the last two years however this process has not been started due to other unforeseen priorities.)
  - FY 2016—Construction of New Structure
    - \$625,000 Motor Fuel Tax
      - Obtain Contractor Bids
      - Contract Contractor
      - Construct



## HIGHWAY DEPARTMENT

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS1.

- ◇ **Objective:** To ensure *public safety*, by widening and providing a paved shoulder on the stretch of Broadway Road from Veterans Drive and Springfield Road. This is a heavily travelled stretch of road, carrying approximately 6,100 vehicles per day. Due to the lack of paved shoulders, the road is not only a continuous maintenance problem but also a *public safety* concern from the standpoint of allowing no safe pull off area to motorists and accommodation to Pedestrians/Bicyclists is non-existent at this time.
- ◇ **Indicator:** Progression toward overall objective can be followed through the completion of the dated action steps. The final completion of the project will be documented by the completion of the project as specified by the County Highway Department.
- ◇ **Measurable:** Improvement of 4 miles of Broadway Road, a County maintained highway between Veterans and Springfield Rd.
- ◇ **Improvement:** 100% improvement of area deemed to be in need of safety mitigation.
- ◇ **Deadline:** October 2020

#### ACTIONS STEPS:

- ◇ Late FY2013, Early FY2014—Apply for federal construction funds through PPUATS
- ◇ Early FY2014—If funding is secured, commence Phase I engineering through a consultant

#### ◇ FUNDING

FY2014 — Phase I, \$50,000

FY2015 — Phase I, \$40,000 & Phase II, \$40,00

FY2016 — Phase II, \$50,000

FY2017 — Land Acquisitions, \$50,000

FY2018 — Land Acquisitions, \$20,000

FY2019/FY2020 —Construction, \$4,800,000 (80/20)

(Federal \$3,480,000 & Local \$960,000)



## HIGHWAY DEPARTMENT

### Economic Development

To prosper the County must prepare and expand for economic development opportunities countywide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 1.

- ◇ **Objective:** To continue to provide *economic development* in unincorporated Tazewell County of their many Industrial/commercial businesses by way of Manito Road, the bridge over the Mackinaw River must be replaced. This road currently accesses to name a few; Midwest Generation, Excel Foundry, Spring Lake recreational areas, several gravel pits and many other small businesses. The bridge is already posted "legal loads" and has been subject to "annual fracture critical inspect inspections", due to it's age and deterioration. It is imperative that the bridge be replaced immediately due to the potential economic impact it's failure could have on Tazewell County and it's citizens
- ◇ **Indicator:** The replacement of the Manito Road bridge over the Mackinaw River.
- ◇ **Measurable:** Bridge replacement and open for traffic.
- ◇ **Improvement:** 100%

#### ACTIONS STEPS:

- ◇ Overall Funding
  - Total cost of \$7.96
    - \$6.37 Million acquired through IDOT's Major Bridge Program, the remaining 20% of which will need to be budgeted in the for the FY2017 construction period.
- ◇ Phase I, Engineering - Complete
- ◇ Phase II, Design Plans - 50% Complete
  - Due to significant PE cost, the cost has/will be spread over several years. At this time, it is anticipated that the approximately \$125,000 is needed to complete design in FY2014. It is anticipated that the annual Engineer Consultant line item in County Bridge will require a \$25,000 increase to complete this process.
- ◇ Construction - FY2017/FY2018
  - The local share of the \$1.4 million can be equally spread over FY2017/2018 through County bridge, Matching Tax, and possible County Motor Fuel Tax



Tazewell County, Illinois

2014 Strategic Plan

Information  
Technology



## INFORMATION TECHNOLOGY

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** Improve service excellence through the enhancement of the County's website and technical support the Department provides to County Offices and Departments.
- ◇ **Indicator:** The number of hits on the County Website per year and the time it takes to successfully respond to internal customer request by category
- ◇ **Measurable:** Baselines need to be developed.
- ◇ **Improvement:** 10% increase in the number of hits to the County Website each year for the next five years and a 20% reduction in the time it takes to successful respond to internal customer requests by category.
- ◇ **Deadline:** January 1, 2019

#### ACTIONS STEPS:

- ◇ By January 1, 2014 develop a tracking method for successful response rates to internal customer requests by category.
- ◇ By July 1, 2014 establish a baseline from the previous six months of records
- ◇ By August 1, 2014 evaluate the data to determine areas of unsatisfactory performance and identify strategies to improve service and respond more timely
- ◇ By September 1, 2014 seek necessary funding if necessary in the FY15 budget



# Tazewell County, Illinois

## 2014 Strategic Plan

### Regional Office of Education

# Regional Office of Education Tazewell County Goals

## FY14

**ROE Mission:** to promote quality education for the school children and citizens of Illinois, to provide educational leadership, to impact public policy, and to deliver educational services effectively for the benefit of Illinois school districts, other educational entities and educational system clients of all ages.

<u>Initiative #1</u>	<u>Purpose/Goal</u>	<u>Person(s) Responsible</u>	<u>Timeline</u>	<u>Budget</u>
<b>Fiscal Responsibility</b>	<ol style="list-style-type: none"> <li>By June 2014, the ROE will exercise sound financial management and be committed to the reduction of waste and duplication of services by implementing a 20% reduction in paper usage.</li> <li>By July 1, 2015, the ROE will outline steps toward efficiency of services when two additional counties are added to the region.</li> <li>By July 1, 2015, the ROE will determine what additional sources of revenue will be available from the two additional counties to offset costs of operation.</li> </ol>	ROE Bookkeeper Superintendent/Assistant Clerks	<ol style="list-style-type: none"> <li>July 2013-June 2014</li> <li>July 2015</li> <li>July 2015</li> </ol>	\$ ?  0  \$1000
<u>Need/Rationale</u>				
	<ul style="list-style-type: none"> <li>Efficient use of County funds</li> <li>Efficiency of services</li> <li>Reduction of waste</li> </ul>			
<u>Measurable Outcomes</u>				
	<ol style="list-style-type: none"> <li>Reduce paper usage by 20% by scanning versus faxing.</li> <li>Design a plan towards realignment.</li> <li>Identify one potential additional revenue source to reduce ROE County supply budget               <ul style="list-style-type: none"> <li>- Provide bookkeeper with training in financial management.</li> </ul> </li> </ol>			
<u>Performance Indicators/targets</u>				
	<ol style="list-style-type: none"> <li> <ol style="list-style-type: none"> <li>Utilize electronic medium for primary correspondence. Need more server space/memory.</li> <li>Reduce number of faxes utilizing paper by scanning and emailing.</li> <li>Recycle paper bin.</li> </ol> </li> <li>A plan for realignment with all 3 counties input/ Design a budget/intergovernmental agreement for all 3 counties</li> <li>Work with the 18 school districts to examine potential for added "value services" for which a nominal fee could be charged for cost recovery.               <ul style="list-style-type: none"> <li>- Provide training in bookkeeping software.</li> </ul> </li> </ol>			

# Regional Office of Education Tazewell County Goals

FY14

**ROE Mission:** to promote quality education for the school children and citizens of Illinois, to provide educational leadership, to impact public policy, and to deliver educational services effectively for the benefit of Illinois school districts, other educational entities and educational system clients of all ages.

<u>Initiative #2</u>	<u>Purpose/Goal</u>
<b>Service Excellence</b>	<p>By July 1, 2015, the ROE will earn an 80% customer satisfaction rating by publics utilizing the services.          By July 1, 2015, the ROE will be fully staffed to enable the office to be open during lunch hours.          By July 1<sup>st</sup> the ROE will earn 80% satisfaction of all Professional Development evaluations.          By July 1, 2015 the ROE will sponsor 3 Educational Forums to the public.</p>
<u>Need/Rationale</u>	<u>Person(s) Responsible</u>
<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	
<u>Measurable Outcomes</u>	<u>Timeline</u>
<ul style="list-style-type: none"> <li>• 80% participation on electronic survey.</li> <li>• 50% participation of in-house survey.</li> <li>• Publish an Annual report of services</li> <li>•</li> </ul>	<p>January 2014 - June 30 2015          September 2013-June 30, 2015          January 2014-June 2015</p>
<u>Performance Indicators/targets</u>	<u>Budget</u>
<ul style="list-style-type: none"> <li>• Survey results through Survey Monkey</li> <li>• Survey Results of office visits</li> <li>• Annual Report Publication</li> <li>• Educational Forums</li> </ul>	<p>\$ 408          \$ 0          \$200          \$300</p>

## Regional Office of Education Tazewell County Goals FY14

**ROE Mission:** to promote quality education for the school children and citizens of Illinois, to provide educational leadership, to impact public policy, and to deliver educational services effectively for the benefit of Illinois school districts, other educational entities and educational system clients of all ages.

<p><u><b>Initiative #3.</b></u></p> <p><b>Public Safety</b></p>	<p><u><b>Purpose/Goal</b></u></p> <ol style="list-style-type: none"> <li>1. The ROE will have 100% compliance with county schools on safety drills by June 30, 2014</li> <li>2. The ROE will add two additional school inspectors and provide training by July 1, 2015.</li> <li>3. The ROE will hold an annual meeting with architects and School maintenance directors by 6/30/2014.</li> </ol>
<p><u><b>Need/Rationale</b></u></p> <ul style="list-style-type: none"> <li>• By July 2015 we will be adding an additional 30 schools to our list of serving schools.</li> <li>• Not all schools are currently participating with the Teen Health Survey</li> </ul>	<p><u><b>Person(s) Responsible</b></u></p>
<p><u><b>Measurable Outcomes</b></u></p> <ul style="list-style-type: none"> <li>• Determine the safety challenges facing local schools by partnering with TCHD</li> <li>• Offer training that targets school safety and the diverse needs of local administrators</li> <li>• Assist districts in writing safety plans.</li> <li>• Work with all schools to complete Teen Health Survey</li> </ul>	<p><u><b>Timeline</b></u></p> <p>Fall 2013 - Summer 2015          Fall 2013-June 2014          Fall 2013-Summer 2014          2013-2014</p>
<p><u><b>Performance Indicators/targets</b></u></p> <ul style="list-style-type: none"> <li>• Additional school inspections - 81 buildings</li> <li>• Meet with all school architects and maintenance directors annually</li> <li>• 80% attendance at TCHD meetings (mileage)</li> </ul>	<p><u><b>Budget</b></u></p> <p>\$8100          \$100          \$100</p>

## Regional Office of Education Tazewell County Goals

FY14

**ROE Mission:** to promote quality education for the school children and citizens of Illinois, to provide educational leadership, to impact public policy, and to deliver educational services effectively for the benefit of Illinois school districts, other educational entities and educational system clients of all ages.

<u>Initiative #4</u>	<u>Purpose/Goal</u>
<b>Economic Development</b>	<ol style="list-style-type: none"> <li>1. By July 2015, the ROE will work with county district administrators to develop a county school profile for perspective businesses and realtors.</li> <li>2. By July 1, 2015 work with local community organizations to support GED test takers.</li> <li>3. By July 1, 2015, develop a plan to Recruit/ Retain talented administrators and teachers.</li> </ol>
<u>Need/Rationale</u>	<u>Person(s) Responsible</u>
•	
<u>Measurable Outcomes</u>	<u>Timeline</u>
<ul style="list-style-type: none"> <li>• A document on ROE website that could be downloadable for realtors/potential residents</li> <li>• A scholarship fund for assistant in reducing the cost of GED test for eligible participants</li> </ul>	
<u>Performance Indicators/targets</u>	<u>Budget</u>
•	\$



# Tazewell County, Illinois

## 2014 Strategic Plan

### State's Attorney



## STATE'S ATTORNEY

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

GOAL FR 1. IMMEDIATE

- ◇ **Objective:** Continue to effectively assist in managing risk to the County.

#### ACTIONS STEPS:

- ◇ Maintain established collaboration with other County offices to prevent risk.
- ◇ Provide sound legal advice for resolving known risk
- ◇ Promote the reestablishment of the County Risk Management Committee to its original purpose as the primary body for risk decision making.



## STATE'S ATTORNEY

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 2. LONG TERM

- ◇ **Objective:** Maintain the use of strategic budget expenditures to effectively promote public welfare in an efficient manner.

#### ACTIONS STEPS:

- ◇ Continue to prioritize spending targeted for functions that serve to protect citizens and address public needs.
- ◇ Provide support in the auditing of County expenditures to ensure that public funds are used for the public good.

**STATE'S ATTORNEY****Service Excellence**

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

**GOAL SE 1. IMMEDIATE**

- ◇ **Objective:** Completion of the originally conceived Tazewell County Justice Center

**ACTIONS STEPS:**

- ◇ Encourage discussion on intended space use
- ◇ Render advice regarding transactions necessary to secure required space.



## STATE'S ATTORNEY

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

GOAL SE 2. IMMEDIATE

- ◇ **Objective:** Continue to recognize the significance of Tazewell County citizens

#### ACTIONS STEPS:

- ◇ Maintain effective communication with the public
- ◇ Provide information to encourage crime prevention.
- ◇ Advocate for open and honest government.



## STATE'S ATTORNEY

### Economic Development

To prosper the County must prepare and expand for economic development opportunities county-wide including; retaining existing businesses and attracting new ones by improving the overall business climate that promotes a diversified growing economy, and to maintain and promote our natural resources all the while protecting the County's agricultural heritage.

#### GOAL ED 1. IMMEDIATE

- ◇ **Objective:** Continue to foster a community friendly to business interests

#### ACTIONS STEPS:

- ◇ Prosecute crimes of public corruption, finance and property and other crimes that impair profit and business growth.
- ◇ Assist in devising sensible government policy, regulations and oversight for businesses and property development.
- ◇ Guide public officials in maintaining high ethical standards and conduct.



## STATE'S ATTORNEY

### Public Safety

Increase collaboration, communication and preparedness among community partners and units of government to enhance the safety of residents to protect life and property.

#### GOAL PS 1. IMMEDIATE

- ◇ **Objective:** Sustain efforts to protect citizens and preserve safety in our community.

#### ACTIONS STEPS:

- ◇ Continue to seek justice by professionally, lawfully and ethically conducting the prosecution of criminal offenses.
- ◇ Uphold oath to support the U.S. Constitution and the Constitution of the State of Illinois.
- ◇ Maintain established cooperative relationships with law enforcement agencies and officials.
- ◇ Persist in efforts to render responsible legal counsel to County Board and Officers.
- ◇ Continue providing sensible and principled leadership in the community.



## STATE'S ATTORNEY

### Quality of life

Promote community involvement by providing the public with opportunities for involvement in cultural, educational, social and recreational activities and events. Strive to ensure a safe, secure, and healthy community.

GOAL QL1. ONGOING

- ◇ **Objective:** Further the security of citizens in their lives, liberty and property.

### ACTIONS STEPS:

- ◇ Conduct the appropriate prosecution of criminal offenses.
- ◇ Render guidance and advice for the purpose of encouraging an efficient, accessible and fair County government.
- ◇ Take appropriate actions necessary to secure the rights of citizens promised by their governments.



Tazewell County, Illinois

2014 Strategic Plan

Supervisor  
of  
Assessments



## SUPERVISOR OF ASSESSMENTS

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** Ensure taxing bodies receive funds in a timely manner to ensure *fiscal responsibility* by keeping the Supervisor of Assessments contribution to the tax cycle process on time as scheduled.
- ◇ **Indicator:**
- ◇ **Measurable:**
- ◇ **Improvement:**
- ◇ **Deadline:** FY17

#### ACTIONS STEPS:

- ◇ **Immediate, Date**—Establish historic benchmark dates for major steps in the Tax Cycle process.
- ◇ **Long, Date**—Provide township assessor training and orientation in 2014 thru 2017 to assist newly elected officials.
- ◇ **Long, Date**—Provide new Board of Review members with orientation and training in 2013 and 2014 to assist with the efficiency of their work.



## SUPERVISOR OF ASSESSMENTS

### Service Excellence

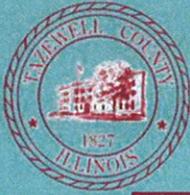
Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** To continue to ensure the upmost *service excellence*, through providing the most equitable and up-to-date assessment information possible.
- ◇ **Indicator:** The total number of properties in Tazewell County to undergo a quadrennial assessment by 2017 as calculated by the Supervisor of Assessments.
- ◇ **Measurable:** x number of properties to be undergo quadrennial assessments compared to y number of properties to be specifically and equitably assessed with the assistance of the Supervisor of Assessments Department
- ◇ **Improvement:** 80% of the total properties countywide to be re-assessed equitably with the assistance of the Supervisor of Assessments Department..
- ◇ **Deadline:** June 1, 2017

#### ACTIONS STEPS:

- ◇ Provide assistance to each Township Assessor over the next 4 years during their scheduled quadrennial assessment to accurately update assessment and property information.
  - Hire a Part Time Professional to assist with re-assessments
    - Immediate, October 2013 - Create a new personnel line item, entitled Professional Part Time allocating \$30,000 for FY14.
    - Immediate, October 2013—Reduce current Part Time Personnel line item from \$40,000FY13 to \$10,000 FY14
    - Intermediate, January 2014—Hire new part time staff member



## SUPERVISOR OF ASSESSMENTS

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 2.

- ◇ **Objective:** Provide more efficient *public service* through the expanded utilization of the Supervisor of Assessments and GIS websites.
- ◇ **Indicator:** The reduction of phone inquiries as documented by the Supervisor of Assessments.
- ◇ **Measurable:** X number of inquiries documented August 1, 2013 through August 1, 2014 as compared to Y number of total inquiries documented August 1, 2014 through August 1, 2015
- ◇ **Improvement:** Anticipated 30% reduction of telephone inquiries due to the increased amount of information provided on the website.
- ◇ **Deadline:** Improvement date August 1, 2015

#### ACTIONS STEPS:

- ◇ Immediate, August 2013—GIS online  
Train real-estate professional how to navigate the system
- ◇ **Term, Date**—Provide Board of Review Appeals Application online



# Tazewell County, Illinois

## 2014 Strategic Plan

### Treasurer



## TREASURER

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** To improve *fiscal responsibility* by increasing fiscal accountability and accuracy of receipts; to decrease the risk of fraud and embezzlement; and eliminate material weaknesses in the segregation of duties and comments on receipt management.
- ◇ **Indicator 1:** Accuracy of department's month end receipts accounting vs. actual receipts deposited with the Treasurer's Office.
- ◇ **Indicator 2:** Findings of material weakness in regards to segregation of duties.
- ◇ **Measurable 1:** Deviation in month end receipt accounted for by departments vs. actual receipts deposited with the Treasurer's Office from 50% of the time to 0% of the time.
- ◇ **Measurable 2:** Number of findings in the external audit regarding segregation of duties in the area of receipting of deposits from 1 to 0.
- ◇ **Improvement 1:** 100% improvement
- ◇ **Improvement 2:** 100% improvement
- ◇ **Deadline:** By the end of fiscal year 2015.

#### ACTIONS STEPS:

- ◇ Resolve Finding No. 2012-3
  - ◇ Universally implement the automated numeric receipts module of the BUCS financial system to all departments.
    - ◇ Secure appropriation of funding for licenses and maintenance fees for 15 additional workstations at an initial cost of \$7,425 and an ongoing cost of \$1,485 from the County Board in the fiscal year 2014 budget.
    - ◇ Provide training and implementation of the automated numeric receipts module to necessary department staff by December 2013.
  - ◇ Universally implement policies and procedures for segregation of duties in the collection of receipts.
- ◇ Establish baseline data for inaccuracies in departmental month end deposits accounting vs. actual receipts deposited with the Treasurer's Office of the current procedures by December 2013.
- ◇ Maintain data for inaccuracies in departmental month end deposits accounting vs. actual receipts deposited with the Treasurer's Office on an annual basis on a continually basis.



## TREASURER

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 2.

- ◇ **Objective:** To improve *fiscal responsibility* by decreasing the amount of cash on hand vs. cash by 95% to maximize investment income, improve cash flow and minimize risk of fraud and embezzlement.
- ◇ **Indicator 1:** The amount of cash on hand as recorded in the general ledger of the county.
- ◇ **Indicator 2:** The amount of revenue generated from investment income.
- ◇ **Measurable 1:** The amount of cash on hand as recorded in the general ledger of the county from an average monthly amount of \$XX,XXX to \$Y,YYY.
- ◇ **Measurable 2:** The increased amount of revenue generated from investment income from the current amount of \$AA,AAA to \$BB,BBB.
- ◇ **Improvement 1:** 95% reduction the amount of cash on hand.
- ◇ **Improvement 2:** 5% increase in investment income.
- ◇ **Deadline 1:** By the end of fiscal year 2015.
- ◇ **Deadline 2:** By the end of fiscal year 2016.

#### ACTIONS STEPS:

- ◇ Universal daily deposits of all cash receipts by all departments to the Treasurer's Office by the end of each business day.
  - ◇ Develop cash receipts deposit policies and procedures and secure County Board approval by November 2013.
  - ◇ Implement training of all essential department personnel in the cash receipts deposit procedures by December 2013.
- ◇ Establish baseline data for the amount of cash on hand as recorded in the general ledger of the county by December 2013.
- ◇ Maintain data for the amount of cash on hand as recorded in the general ledger of the county on an annual basis on a continually basis.



## TREASURER

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 3.

- ◇ **Objective:** To increase security measures by implementing an automated check numbering program with electronic signature; this will decrease the risk of fraud and embezzlement and eliminate material weaknesses per suggested comments from external auditor.
- ◇ **Indicator 1:** Increased security, accountability, enhancing staff efficiency, with stopping redundant work load.
- ◇ **Indicator 2:** Finding of material weakness in suggested comments per external auditor.
- ◇ **Measurable 1:** Security of the Treasurer's signature stamp being used fraudulently from 100% to 5%.
- ◇ **Measurable 2:** Number of findings on external auditor suggested comments from 1 to 0
- ◇ **Improvement 1:** 95% improvement
- ◇ **Improvement 2:** 100%
- ◇ **Deadline:** By the end of fiscal year 2014

#### ACTIONS STEPS:

- ◇ Implement the module from BUCS financial systems.
- ◇ Secure appropriation of funding of \$4,293.00 for licenses and maintenance fee and for blank stock paper at \$379.00 per 5000.
- ◇ Contact all involved offices to work through issues for directing work load.



## TREASURER

### Service Excellence

Promote a valued and responsive County workforce to consistently provide exceptional customer service. Take efforts to become and remain an employer of choice while supporting and encouraging ongoing professional staff development.

#### GOAL SE 1.

- ◇ **Objective:** To better service our own county offices to operate more efficiently by enhancing our in-house mail service to centralize services. Deliver incoming mail , process outgoing mail, inter-office office mail, along with general deliveries of paper, envelopes, Kleenex, printed items, cleaning supplies, ect.
- ◇ **Indicator:** Increase in house-services to improve office efficiency.
- ◇ **Measurable:** Increase staff efficiency.
- ◇ **Improvement:** Free up maintenance personnel to do maintenance work.
- ◇ **Deadline:** By end of fiscal year 2014

#### ACTIONS STEPS:

- ◇ Develop job description for Mail Courier/Central Services position.
- ◇ Submit description to Position Evaluation Committee for grading.
- ◇ Seek County Board approval of the position and to appropriate funds.
- ◇ Interview and hiring of this position.



Tazewell County, Illinois

2014 Strategic Plan

Veterans Assistance



## Veterans Assistance

### Fiscal Responsibility

Exercise sound financial management and be committed to the reduction of waste and duplication of services.

#### GOAL FR 1.

- ◇ **Objective:** To continue to uphold a high level of *fiscal responsibility* through the allocating of monies from the Emergency Assistance Fund to the Indigent Burial Fund due to the increase cost of this service and increased demand of these funds by veterans, rather than requesting an increase in this particular line item.
- ◇ **Indicator:** The amount as reflected in the Veterans Assistance FY14 Budget.
- ◇ **Measurable:** Reduction of The Veterans Assistance Emergency Assistance line item from \$110000.00 FY13 to \$108260.00 FY14 and an increase of the Indigent Burial line item from \$1260 FY13 to \$3000 FY14.
- ◇ **Improvement:** There will be a 0% increase in the VA budget for the purpose of indigent burials even though the cost of this service is increasing along with the unfortunate demand of these funds by v veterans.
- ◇ **Deadline:** FY14

#### ACTIONS STEPS:

- ◇ Immediate: November 2013 - Approved transfer of funds between line items.



June 24, 2013

Tazewell County Board of Health Members,

On behalf of the Tazewell County Health Department Directors and staff it is my privilege to present the *TCHD Strategic Plan for 2014-2016*.

These planning efforts have resulted in a significant improvement and understanding of each role within the health department. More importantly it has highlighted the need for continued planning and an understanding of inter-dependencies we share with other agencies, organizations, governments, and businesses in Tazewell County. Further identification of entities that assist in the public health system and a comprehensive evaluation of the health status of Tazewell County are needed.

Outlined in the *TCHD Strategic Plan for 2014-2016* are themes that will lead to building a comprehensive public health system, ongoing community-wide assessment of health needs, and a process to meet current and future financial constraints, while remaining focused on maintaining current public health services and building a new understanding of public health post Affordable Care Act (ACA) legislation.

I am also proud to notify the Board that the health department continues to be forward leaning: ready to maintain current capabilities and equipped to adapt to and meet the results of the strategic planning process. Without the Board's support and the dedication of all those involved in this planning effort this strategic planning process would not have been possible

I encourage you to review the *TCHD Strategic Plan for 2014-2016*. Should you have any questions about this plan, or would like additional information on any of Tazewell County Health Department's programs, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Amy Tippey".

Amy Tippey, Administrator  
Tazewell County Health Department

## Section 1: Tazewell County Health Department's Mission, Vision and Values

**Mission:** *"To promote and protect the public's health and well-being"*

**Vision:** *"TCHD will be a state leader and partner, serving the community through innovative public health practices to meet the current and future needs of the individual and of the environment, with the ultimate goal of inspiring and attaining overall wellness"*

**Values:** *"The Tazewell County Health Department is dedicated to our community through..."*

<b>Service</b>	Understanding and meeting public health needs with creativity and commitment
<b>Quality</b>	Continuously seeking to enhance and provide services at the highest possible level
<b>Accountability</b>	Ensuring responsible use of resources to benefit the community
<b>Integrity</b>	Being ethical and reliable
<b>Collaboration</b>	Communicating and working together for the overall good of the public
<b>Innovation</b>	Being a leader in anticipating and addressing public health needs
<b>Respect</b>	Relating to all people with understanding, compassion and dignity

## **Section 2: Purpose**

The purpose of the Tazewell County Health Department Strategic Plan is to:

- Clearly establish Tazewell County Health Department's future path as it aligns with our Mission and identified goals, strategies, and objectives.
- Provide an outline of our goals, strategies, and objectives so that they can be clearly communicated to our staff, Board of Health, partners, community members, and stakeholders.
- Provide a framework for strategic resource allocation
- Provide a base for systematically assessing our organizations efficiency and effectiveness so that progress can be measured and an informed change can be made when necessary.

## **Section 3: Background**

Tazewell County Health Department's last three year Strategic Plan was crafted in 2011 and will conclude on December 31<sup>st</sup> of 2013.

Primary focus areas were: 1.) Workforce Development and Retention, 2.) Technology Improvements, 3.) Research and Evaluation, and 4.) Surveillance.

The Board of Health has committed to maintaining a current strategic plan for the agency and has taken steps to make this process one that includes a cycle of Assessing the Community, Developing a Community Health Improvement Plan and then Development of An Agency Strategic Plan.

## **Section 4: Strategic Planning Process**

The Tazewell County Community Needs Assessment was completed in August of 2012. Mobilizing Action for Planning and Partnerships was used as a framework for our agency to identify the status of our community and through that process identify priority health concerns.

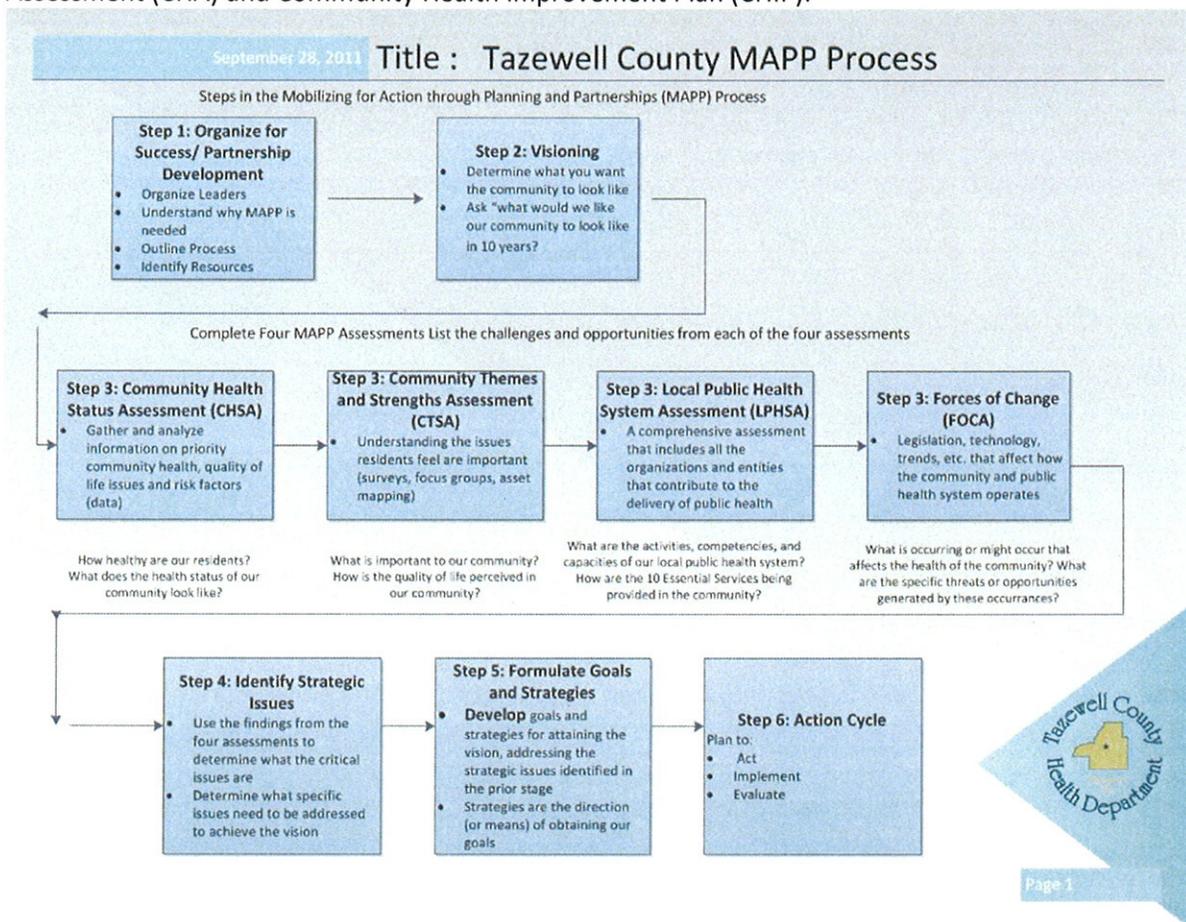
This framework was also used by the Tazewell County Health Department to meet Illinois Project for Local Assessment of Needs (IPLAN) requirements. A letter was sent to and approved by the Illinois Department of Public Health to use the MAPP process for completion of the 2012-2016 IPLAN.

MAPP was developed by the National Association of County and City Health Officials (NACCHO) in collaboration with the Centers for Disease Control and Prevention (CDC). It is a community-wide strategic planning tool for improving public health and a method to help communities prioritize public health issues, identify resources for addressing them, and take action. Community involvement is also an essential component of the MAPP process being used.

A Steering Committee made up of 14 members with the assistance of 3 health department staff was created in August of 2011. This core group met throughout the year and helped to lead the assessment phase. A work plan was developed in August of 2011 that outlined the timing of assessments and milestones to achieve in one year's time. Additionally, over 100 community members participated in meetings, giving hours to our project and many more, over 600, participated in an online survey.

The Assessment was completed in August of 2012 and was presented in our Community Health Improvement Plan or CHIP entitled Healthy Tazewell Community Health Improvement Plan. This plan is a five year plan that will conclude in 2016.

Below is a visual representation of the MAPP process used in developing our Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP).



The strategic health issues selected by the Healthy Tazewell Initiative Steering Committee and approved by the Tazewell County Board of Health are listed below.

**1. Mental Health and Substance Abuse**

**2. Overweight and Obesity**

**3. Infant Mortality**

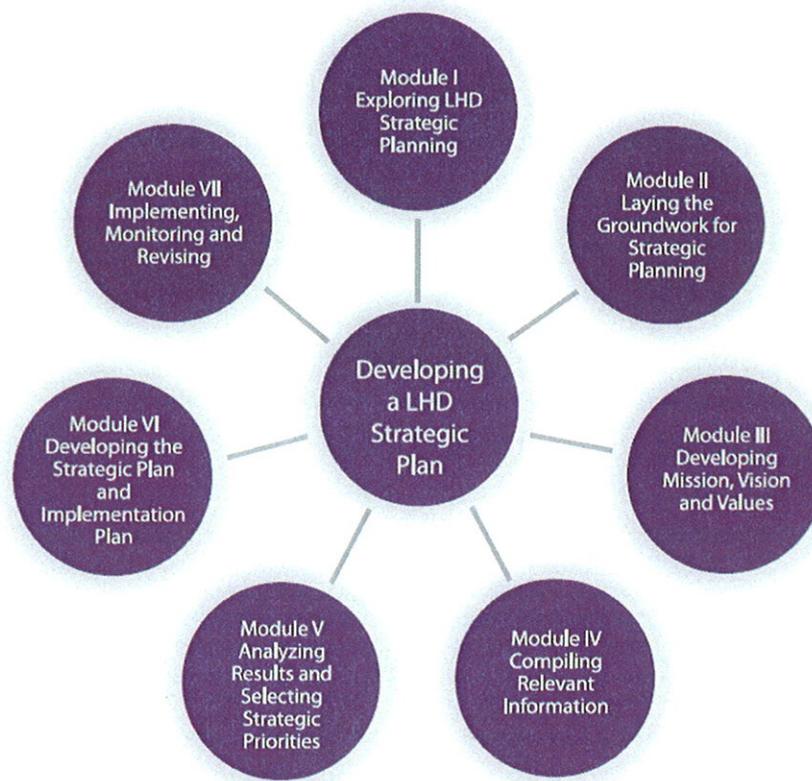
**4. Smoking**

**5. Public Health System Stability**

The next step was to develop a new county Strategic Plan. Planning for the 2014- 2016 Tazewell County Health Department Strategic Plan included several steps. The resource used to create the strategic plan was created by the National Association of County and City Health Officials (NACCHO) entitled: *Developing a Local Health Department Strategic Plan: A How-To Guide*.

This process involved: staff at all levels, the community, Tazewell County Board of Health Members and partner agencies.

Outline of the process used in the *Developing a Local Health Department Strategic Plan: A How to Guide*.



Four common themes for the Tazewell County Health Department materialized using information and data from the agency SWOT analysis, previous agency Strategic Plans, community health profiles, current health trends, and other sources.

The Strategic Areas established by the Strategic Planning Committee and approved by the Board of Health are: Local Improvements for Health Outcomes, Regional Improvements for Health Outcomes, Internal Public Health System Stability and External Public Health System Stability. From the themes, the 2014-2016 Strategic Plan Goals and supporting system were generated.

## **Section 5: Organizing to Support Strategic Plan**

To best support the four strategic areas, and accompanying goals and objectives of the 2014-2016 Strategic Plan, the Tazewell County Health Department had developed the following Strategic Plan organizational structure. The structure assures that the necessary resources and infrastructures are in place to support Tazewell County Health Department in fulfilling the goals outlined in the Strategic Plan.

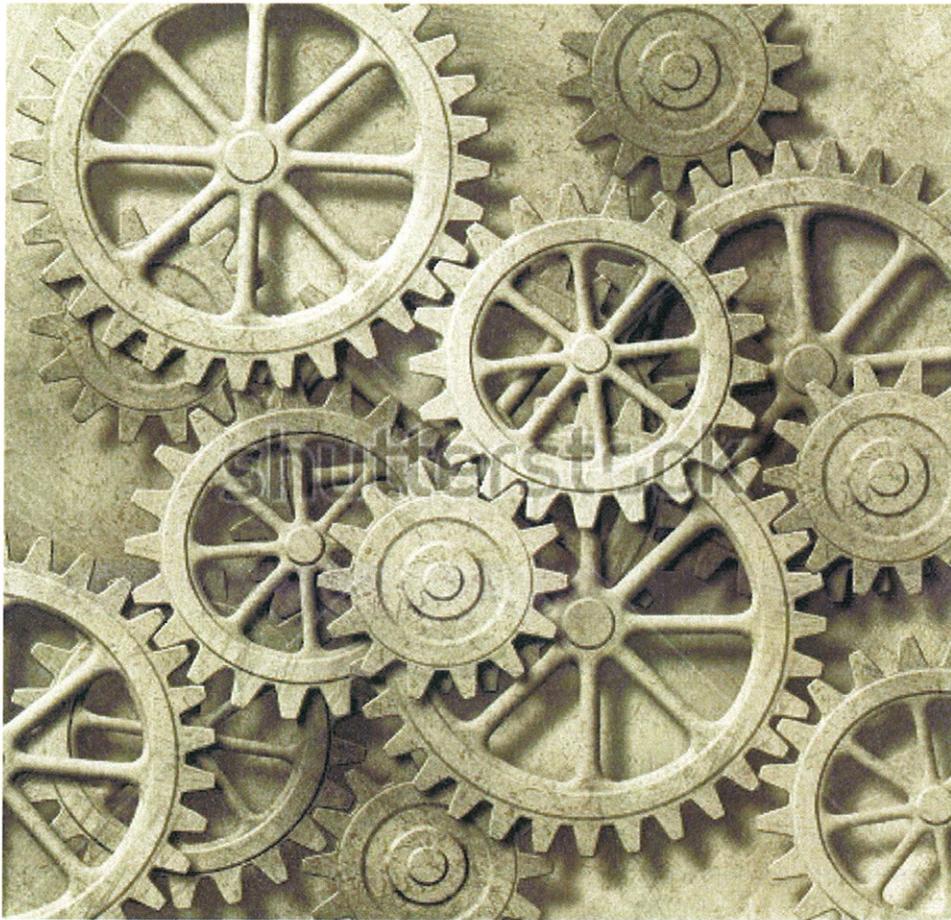
**1. Quality Improvement Team.** The purpose of this team is to develop and implement the Tazewell County Health Department Quality Improvement Plan. By implementing the QI projects outlined in the plan, the team leads the quality improvement program in maximizing agency and staff efficiency and effectiveness. The team is comprised of all levels of staff representing all divisions within TCHD.

**2. Leadership Team.** The agency's Leadership Team will monitor the Strategic Plan and will work to prepare the Tazewell County Health Department for national accreditation. The Leadership Team is a cross section of agency program managers/coordinators, director, and assistant director. Members of the leadership team participate in other groups, provide guidance, direction, monitor performance management plan and act as a liaison to report progress back to the staff.

The leadership team supports the Tazewell County Health Department in pursuing national accreditation and in doing so TCHD, will be among the first Local Health Departments in the State of Illinois to become nationally accredited through the Public Health Accreditation Board (PHAB).

**3. Board of Health and Tazewell County Board.** The purpose of these groups is to assure that the Strategic Plan process has been implemented within TCHD and to support the activities outlined in the Strategic Plan. The Leadership Team is responsible for reporting Strategic Plan progress to these groups.

# The Key is Strategic Planning



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**Innovation**

**Technology**

**Policy, Systems & Environmental Strategies**

**Accreditation**

**Quality Improvement Process**

**Collaboration**

**DATA**

**Marketing and Communication**

**Stability of Funding**

**Community Education**

**Strong Workforce**

**Gears within gears– Some smaller, some larger**

**All interconnected to one another**

**All moving in sequence to a singularly central gear**

**A single key will set the whole series in motion and all will move in the preordained direction in which they were assigned.**

**Jerry Maloney 2013**

## Section 6: Goals

Identified goal areas for this Strategic Plan will include:

- **Maximize resources for support of Tazewell County Public Health System in fulfilling our mission**
- **Improve communication, enhance partnerships and expand public health awareness**
- **Support, enhance and retain a well –trained competent workforce**
- **Provide, maintain and develop quality public health services**

The Tazewell County Health Department Strategic Plan is organized using the following framework:

**Goal:** Strategic goals are broad statements of what the TCHD hopes to achieve in the next 3 years.

**Strategy:** Strategies are statements of major approach or method for attaining goals and resolving specific issues. In all, the TCHD Strategic Plan identifies .....strategies.

**Objective:** Objectives are specific, concrete, measurable statements of what will be done to achieve each of the four goals over the next three years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).

**Baseline:** In order to demonstrate improvement or completion for any one objective, a baseline must first be established. For objectives with no baseline data, the plan of work identifies the baseline as a new initiative.

**Linkages:** In public health, it is important to interface other with public health plans from the local, state, and national level. Linkages identify other plans that the objective relates to.

**Responsibility:** Identifies the lead person or lead team responsible for carrying out the objective.

**Projected Due Date:** Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.

**Score:** To quantify and better communicate the status of the Strategic Plan to agency staff, Board of Health members, public health partners, and the community, each objective will be assigned a score of 0-1. A score of zero (0) indicates the objective has not been started, while a score of .5 means the objective has had progress but is not complete and a score of 1 indicates the objective has been successfully met.

**Goal 1: Maximize Resources to Support Tazewell County Public Health System in fulfilling our mission**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Diversify Funding Streams	By 6/30/14 develop and implement a section of the grant management handbook to monitor federal, state, foundation and other funding opportunities			Planning	X					
	By 6/30/ 15 Add one new funding stream in to the Public Health System and one additional for each future year of the plan			ALL Directors	X	X	X	X		
Develop and Strengthen the Public Health Foundation	By 3/31/14 TPHF will develop Board policy, procedure and process manual			Planning	X					
	By 3/31/14 TPHF will establish a funding plan			Planning	X					

**Goal 1: Maximize Resources to support Tazewell County Public Health System in fulfilling our mission**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Develop Regional Collaboration and Funding Opportunities	By 6/30/2016 initiate, develop and facilitate a regional network of key champions			Community and Planning	X	X	X			
Communicate Needs and Data to all stakeholders	By 10/31/14 develop a data communications plan.			Epidemiologist and Communications Manager and IT	X					
Utilize and Attain adequate Technology and Resources	By 5/30/14 implement high speed fiber optic connection to TCHD and Tremont Campus			Amy Tippey, County Board, Board of Health, IT	X					

**Goal 2: Improve communication, enhance partnerships and expand public health awareness**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Increase Outreach	By 6/1/14 compile a list of all programs/ collaborations that have impact on the County health priorities			Community	X					
	Compile list by 6/1/14 of all collaborations, organizations, boards and committees that staff are currently active in and if these opportunities impact the County Health Priorities			Community	X					



**Goal 2: Improve communication, enhance partnerships and expand public health awareness**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Utilize Technology	Update Web Page to current programs and staff by January 30,2014			IT	X					
	Identify staffs strengths and weakness related to technology by March 15, 2014 through survey or testing			Business Operations/ Planning	X					
	By April 1, 2014 begin to implement a series lunch and learns to strengthen areas needing improvement of staff and technology			Business Operations/ Planning	X	X	X	X		
	Develop Standardized Software Applications and a process for upgrades, new programs and deletion of programs by June 30, 15			Business Operations/ Planning	X	X				

**Goal 2: Improve communication, enhance partnerships and expand public health awareness**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Utilize Technology	DRAFT- Establish policy and programs for use of email and technology to work to a paperless organization by June 1 of 2015			Management and Staff		X	X	X		
Internal Communication	Maintain ongoing training through TCHD 101 and Staff Wrap with improved emphasis on TCHD program information and committees by 6/30/14 and ongoing				X	X	X	X		
	Develop a Safety Committee to address Staff Needs and to prevent hazards by August 2014 and ongoing				X	X	X	X		

**Goal 2: Improve communication, enhance partnerships and expand public health awareness**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
External Communication	Increase followers of TCHD social media to include current and future programs by 50 % each year from December 31, 2014 to December 31, 2017			Communications Manager and staff	X	X	X	X		
	Maintain and update Website with current and new features and provide a report of website hits to BOH every 6 months beginning 6/30/14 and ongoing.			IT, Communications Manager	X	X	X	X		
	Maintain and Develop Public Health Communications to Food Handler, Medical Community and Schools Quarterly on going 3/31/14 and ongoing			Management	X	X	X	X		

**Goal 3: Support, enhance and retain a well trained competent workforce**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Strengthen workforce competency and capacity	Establish individual development plan for each employee by July 1, 2014 and ongoing.				X	X	X	X		
	Provide annual training to review TCHD policies and offer educational opportunities annually each fiscal year beginning August 2014 and ongoing.				X	X	X	X		

**Goal 3: Support, enhance and retain a well trained competent workforce**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Strengthen workforce satisfaction	Offer Staff opinion surveys to gather information regarding workforce satisfaction. Offered 2x/yr starting June, 2014 and ongoing.				X	X	X	X		
	TCHD will offer employee appreciation events at least 3x/yr beginning February 28, 2014 and ongoing				X	X	X	X		
	DRAFT- TCHD will offer workplace wellness activities and support to better wellness levels beginning January 2014 and ongoing monthly				X	X	X	X		
	TCHD will establish a bi- monthly newsletter for staff by Jan. 1 2014				X	X	X	X		

**Goal 4: Provide, maintain and develop quality public health services**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Obtain National Accreditation	Receive by March 15, 2015 National Accreditation through the public health accreditation board			Management, BOH and Staff	X	X				
Continue Implementation of the Community Health Improvement Process	Monitor the progress yearly through quarterly reports through FY 2017				X	X	X	X		
	DRAFT Implement a new cycle starting in FY 2016 of the Mobilizing Communities through Partnerships and Planning Process						X	X		

**Goal 4: Provide, maintain and develop quality public health services**

Strategy	Objectives	Baseline	Linkages	Responsibility	Timeline				Status	Score
					2014	2015	2016	2017		
Continue Imbedding Quality Improvement in all TCHD Programs	Identify, complete and provide data for 1 quality improvement project per division in FY 14, 15, 16 and 17			Management, BOH and Staff	X	X	X	X		
Continue Performance Management Process	Develop a system to ensure compliance of performance management for non-grant related programs by June 30, 2014 and access and monitor ongoing			Management	X	X	X	X		
	Verify grant monitoring assessment letters annually to ensure performance measures are met by June 30 each Year starting in FY 14			Business Operations and Management	X	X	X	X		