

FISCAL PRIORITIES FOR FISCAL YEAR 2016/2017

OUR BUDGET STORY

The uncertainty of the State of Illinois budget has placed significant pressure on Lake County's budget. More than \$80 million of County revenue flows through the State of Illinois, with millions more provided in grants and payments for services. With only an approved temporary State budget, it is uncertain which funding streams will be impacted and by how much. In recognition of these realities, and reflecting the County Board's continued practice of taking a long-term approach to budgeting, the recommended FY2017 budget provides financial flexibility. Similar to FY2016, the proposed budget includes allocated dollars that could be used for operational expenses if needed, or could be directed to saving for long-term capital projects, all depending on the State budget outcome.

Even with these economic challenges, Lake County remains committed to making sound, long-term decisions. This means investing in the infrastructure our citizens rely on. While the operating budget remains generally flat (growing less than one percent), the overall budget increased due to significant investments in infrastructure. For example, this budget appropriates \$5 million of additional expenditures for improvements to our road network. This includes an increase in the transportation sales tax fund, as well as revenue from the Village of Barrington for the Hart Road project and revenue from the Village of Long Grove for the Old McHenry Road project. In addition, this budget reflects an increase of \$2.5 million for a Special Service Area (SSA) for the Lake Michigan Water Project. This SSA, or special taxing district, is only for property owners in this district who voted to approve this tax in order to fund the infrastructure to bring Lake Michigan water to the communities of Lake Villa, Lindenhurst and the unincorporated areas of Grandwood Park and Fox Lake Hills.

Our fiscal priorities align with the values, goals and strategies outlined in our strategic plan. The strategic plan informs and guides decisions during the budget process and throughout the year. The County also tracks and analyzes performance metrics and uses the data to drive decision-making. Examples of ongoing initiatives, as well as funding recommendations in this budget, are outlined on the following pages.

DID YOU KNOW?

Lake County now televises Finance and Administrative Committee meetings to enhance transparency and ensure access to how Lake County is spending taxpayer dollars. Visit www.lakecounty.tv to view the schedule.

10 BUDGET TAKEAWAYS

1. Lake County has a balanced budget.
2. The operating budget includes contingencies for anticipated reductions from the State.
3. The number of employees is down 11 from last year, and there are 100 fewer employees from five years ago.
4. Only 3% of the budget goes to debt service.
5. The County Board plans ahead and uses cash for large capital projects, which saves taxpayers millions of dollars in interest payments.
6. The County maintains strong reserves for emergencies and to protect us from unexpected economic changes.
7. The County gets revenue from many sources including: sales tax (16%), income tax (2%), and property tax (32%).
8. Through shared service agreements, like building inspections and sheriff's patrol services, Lake County is saving money.
9. We practice fiscal responsibility by using data-driven decision making and implementing efficiency measures to lower costs.
10. Lake County has a AAA bond rating (the highest rating possible), and we consistently receive the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.

VALUES: FISCAL RESPONSIBILITY, EXCEPTIONAL SERVICE, LEADERSHIP, AND ENVIRONMENTAL STEWARDSHIP

Operational Efficiencies

Lake County has continued to focus on maximizing efficiencies and cost-saving strategies, while continuing to provide high quality service delivery. Some examples include:

- **Refinancing:** Public Works recently refinanced a bond, leading to a savings of almost \$1 million that could be put toward other capital improvements.
- **Outsourcing:** The County Administrator's Office made the decision to outsource two full-time positions in order to save the County money in personnel and benefit costs.
- **Realigning Services:** There has been a realignment of Information Technology staff to the Chief County Assessor's Office that resulted in two fewer positions.
- **Insourcing:** The recommended budget includes funding for two full-time positions at the Division of Transportation converted from consultants, as a result of an Operational Assessment completed in 2016. Insourcing the positions (rather than using consultant contracts) results in a significant cost-savings of about \$300,000 annually.
- **Staff Augmentation:** In an effort to improve service delivery while reducing costs, the Information Technology Department has opted to leverage consulting firms for short-term projects that require very specific and special skill sets rather than hiring full-time workers at a higher cost.
- **Leveraging of Other Revenues:** Stormwater Management has leveraged federal grants and partnerships with municipalities to complete high-dollar construction projects that could not have been achieved otherwise.

We consistently focus on delivering services in the most cost-effective way, which means regularly reviewing how departments are operating and making improvements. For example, personnel cost is a significant driver of the budget. Therefore we thoroughly review departments' budgets to keep staffing levels tightly aligned with demand for services, and make adjustments as necessary.

Additionally, to advance our value of delivering cost-effective services, we have performed comprehensive operational assessments in several departments, most recently at the Division of Transportation (DOT), to identify areas for efficiency and streamlining of operations both internally and cross-departmentally. The newly formed Land Team is also exploring opportunities to enhance integration across land departments (DOT, Planning Building and Development (PBD), Stormwater Management Commission, Health Department, and Public Works) to create efficiencies and improve service delivery. The Internal Services Committee is also working on recommendations to enhance business processes and realize efficiencies among internal departments (Finance and Administrative Services, Human Resources, Information Technology, County Administrator's Office).

Sharing Services

Lake County continues to explore ways to collaborate and coordinate with other units of governments through our shared services initiative. Lake County led an effort to jointly bid and purchase salt with other municipalities that grew in participation last year. This is one cooperative purchasing example that is improving efficiency, generating greater economies of scale, and reducing costs. We're also saving money and being more efficient by sharing services with other governments, such as building inspections and police services.

Over the past two years, Planning, Building and Development (PBD) has expanded its contracts with a number of municipalities for inspection services. This year, PBD will continue accommodating the workload associated with these expanded contracts through efficient and flexible staffing utilization. Additionally, the new permitting and tax technology systems will also provide opportunities for shared services with other government agencies.

Regional 911 Consolidation

Lake County is leading an effort in collaboration with public safety partners from across the county to explore opportunities to consolidate many 911 centers into a few regional 911 centers to improve quality, efficiency, and provide cost savings. In 2015, the Board created a 911 Emergency Dispatch Task Force made up of fire, police, and municipal leaders to advance this government consolidation initiative. The Task Force continues to meet to advance this initiative.

Investing in Technology

The County Board is investing in technologies to deliver products and services in an efficient, cost-effective and secure manner. In 2016, the County launched a new, user-friendly website that demonstrates our core values to residents and taxpayers — efficiency, customer service, transparency and fiscal responsibility.

Additionally, Lake County GIS is leading the way in online maps. The County is leveraging new tools to increase transparency and make it easier for the public to access property tax information, parcel information, taxing districts and so much more.

Administering elections is a core service of county government, and Lake County continues to invest in technology that will facilitate real-time updates and allow for a "ballot-on-demand-type system" to support accuracy and timeliness for every one of Lake County's 123 polling sites. The County Clerk's office spent \$1.47 million for the most up-to-date ePollbooks to be able to handle expanded early voting and same-day registration in Illinois.



Cost to administer a federal election = An additional \$800,000 (Overtime, temporary workers, ballots, and supplies)

STRATEGIC PLAN GOALS



IMPROVE TRANSPORTATION

Investing in our transportation system remains a high priority, which includes widening projects that add capacity, intersection improvements, and pedestrian/bike path projects, as well as technology enhancements.

IL Route 53 Extension into Lake County

The Illinois Tollway Board approved advancing a multi-phase Environmental Impact Statement (EIS) that will evaluate the IL Route 53/120 project in extensive detail, analyze alternatives, and the potential environmental impacts. An EIS will include a robust public input component. Over the last several years, the Tollway, Lake County, and local stakeholders participated in a feasibility study to evaluate environmental impacts, land use planning, and financing.



ENHANCE ECONOMIC OPPORTUNITIES

Lake County continues to outreach to local vendors through its *Buy Local. Build Local. Work Local.* program. In 2015, 36% of Lake County's purchases were made within the county. In addition, as construction continues on the Criminal Courthouse Expansion project, Lake County residents make up 25% of the workers on the job site. In the Job Order Contracting (JOC), local firms are receiving 66% of all sub-contracts.

Lake County Partners (LCP), the County's leading public-private partnership for economic development, continues to deliver a multitude of resources to optimize Lake County's business climate thanks to the financial support of the County Board. LCP has taken the lead in establishing a "Workforce Ecosystem" to align workforce development stakeholders such as the Lake County Workforce Development Department and the College of Lake County, share information, and efficiently meet the needs of local businesses. Since the initiative's inception, LCP has met with nearly 200 businesses in a variety of industries and facilitated almost 100 connections with the organization's partners to address issues related to training and recruitment and ensure that Lake County has a healthy pipeline of talent. To support this network, LCP has also expanded its municipal services to convene municipal leaders on a quarterly basis and arm them with a multitude of data reports and resources to advance their individual economic development efforts.



BUILD HEALTHY & RESILIENT COMMUNITIES

Substance Abuse Prevention and Treatment

The Lake County Jail and Health Department recently launched a Vivitrol Pre-Release Pilot Program for qualifying inmates in the Lake County Jail. The initiative is part of the Health Department's newly expanded Medication-Assisted Treatment Program, which recently received a \$325,000 grant. Inmates who are opioid or alcohol addicted now have another treatment option available to them. Those eligible will begin receiving addiction treatment services through the Health Department in the jail and after they are released.

The Health Department helped reduce the uninsured rate in Lake County from 11% to 6%.

5% ↓

Mental, Emotional, and Behavioral Health Services

Our nation and our local communities are facing a mental health crisis. Studies conducted by the Health Department, with the support of the Lake County Healthcare Foundation, estimate there are 18,000 persons with mental, behavioral or emotional health conditions living in Lake County. To address the crisis, Lake County Board Chairman Aaron Lawlor and the Honorable Susan Garrett (former IL Senator, 29th District) are leading a community-based initiative focusing on data-sharing and evidence-based practices to address the gaps and develop a connected sustainable continuum of care for this vulnerable population. Lawlor and Garrett will serve as co-chairs and will identify and recruit stakeholders to actively participate and advance identified outcomes of the Lake County Mental Health Coalition.



PROVIDE PUBLIC SAFETY

The County Board continues to invest in our public safety infrastructure with the Courthouse Expansion Project and Depke Juvenile Justice Center expansion project. Additionally, to enhance public safety and public transparency, the FY17 recommended budget includes funding for two positions to effectively manage the new body cameras that will be worn by sworn members of the Lake County Sheriff's Office who interact with the public on a daily basis.

Lake County Opioid Initiative

Lake County law enforcement officers have now saved more than 100 people using Naloxone since their first save on Christmas Day of 2014. Officers throughout Lake County administer Naloxone when they respond to calls of a suspected opioid overdose. In cooperation with the Lake County Opioid Initiative, the Health Department secured the original donations of Naloxone and provided training to the officers, who in turn trained their peers.

Interoperability

Lake County is replacing its five-site, owned-and-operated radio system with a 12-site, leased system that allows public safety agencies throughout Lake County to quickly communicate with one another, as well as other public safety agencies throughout the state of Illinois.

To date, Clark Construction has poured over 9.3 million pounds of concrete for the Lake County Courthouse Project.



A second therapy dog, Hitch, was added to the Lake County State's Attorney's Office. He spends the majority of his time comforting clients.

111 lives

have been saved to date from the use of Naloxone - a drug that reverses an opioid overdose.



PROMOTE A SUSTAINABLE ENVIRONMENT

Lake County continues to promote and encourage environmental sustainability through operational and community-wide initiatives. The proposed budget continues to support funding toward enhancing energy efficiency at our facilities. In an effort to promote cost-effective clean energy, the County purchased several electric vehicles as part of a pilot program and installed electric vehicle charging stations and added one more in 2016. The County allows visitors to use the charging stations at no cost.

Lake County Public Works seeks to promote sustainability for each of its capital projects. The Mill Creek Water Reclamation Facility project is intended to improve the efficiency of the wastewater treatment process by removing additional nitrates and phosphates. This project takes a proactive approach to meet more stringent anticipated Illinois EPA discharge standards and will examine incorporating other sustainable features. Further, as the Mill Creek site sits on more than 50 acres, a feasibility study is being done regarding the possible future addition of solar panels on the property.

Additionally, Stormwater Management, in partnership with federal, state and local agencies, is stabilizing an eroding stream channel and establishing a native plant buffer along a 1,500 foot stretch of Bull Creek in Beach Park.

Public Works has installed 20,600 Electronic Water Meters that can identify high water usage and potential leaks and inform customers of problems so they conserve water and save money.

