

## Strategic Values



## Strategic Initiatives

VALUES	STATUS/PROGRESS	DEPARTMENTS	TARGET
<b>Shared Services</b> 	<p>Staff and department heads involved in the Shared Services Team met in December to develop its 2018 workplan. Highlights will include examining County operations through the lens of shared services best practices research, expanding joint procurement opportunities, and investigating the formation of regional shared services working groups.</p>	CAO, FAS, HR, Recorder, SO, SAO, IT, Courts, WFD, Circuit Clerk, DOT, PW, PBD, SMC, HD, SWALCO	Ongoing
<b>Legislative Program/Consolidation Plan</b> 	<p>As a part of the annual legislative agenda development process, staff worked proposals through all standing committees, which included legislative options to consolidate the number and levels of government within the county, including: the dissolution of the Seavey Drainage District, consolidation of the Lakes Region Sanitary District into the Public Works Department, and transfer of appointing authority for cemetery associations from counties to localities. The legislative agenda, adopted by the County Board in December, encompasses these consolidation initiatives. In addition, in November, the County Board adopted the 2018 Consolidation Action Plan for Lake County Board Appointed Units of Government as developed and proposed by Chairman Lawlor. The Action Plan encompasses the legislative initiatives described above and provides for (a) initial cursory review of the feasibility of consolidating local housing authorities, drainage districts and mosquito abatement districts; and (b) continued focus on 911 consolidation and creating opportunities for shared services of large-scale back office functions across all local units of government.</p>	Lead: CAO	Ongoing

<b>Regional 911 Consolidation</b>  	<p>Following a number of 9-1-1 stakeholder meetings last year in an effort to identify “early adopters” of consolidated 9-1-1 operations, Lake County is reaching out to communities to determine who will participate in a Phase 3 study and define what work has yet to be completed. The next step is to assess how they will move forward together to a consolidated 9-1-1 service. This County Board allocated \$300,000 in the FY 18 budget to continue to advance this initiative.</p>	Lead: CAO SO, ETSB	2018
<b>Investing in Technology</b>  	<p><b>Security:</b> IT enhanced its security posture by strengthening password settings. The majority of County departments have been updated except the health department which is planned for Jan 2018.</p>	IT, CAO	Q4
<b>Operational and Financial Analysis</b>   	<p><b>Payroll Process:</b> Six vendors submitted proposals to provide Payroll and HRIS systems to record time, and process pay checks and personnel changes. Two panels comprised of employees who are involved in processing payroll and other information related to human resources interviewed four of the six vendors in December 2017. The County is evaluating the vendors and it is anticipated that a recommendation will be presented to the Finance and Administration Committee in late January 2018.</p>	HR, CAO	Q1 – Q3
	<p><b>FAS Assessment:</b> A Request for Proposals for a third-party consultant to complete an operations assessment of the Department of Finance &amp; Administrative Services was released in November with submissions due in December. A staff team is in the process of reviewing proposals with the goal of recommending a contract award to the County Board within the first quarter of FY 2018. It is anticipated that the first phase of the assessment will be completed in time for inclusion of any related initiatives within the FY 2019 budget development process.</p>	CAO, FAS	Q1 – Q3

## Provide Public Safety & Advance and Integrated, Data-Driven Justice System

<b>Justice Facilities Projects &amp; Resource Allocation</b>  	<p>Recent work on the Lake County Court Expansion Project has included cladding the roof canopy elements, recladding the bridge over Washington Street, and general sitework improvements. On the inside of the building, workers are busy framing ceilings, finishing drywall, installing tile, fixtures and millwork. In December 2017, one courtroom on the first floor was completed and reviewed by a representative group of Judges and Court Security to better understand the courtroom design in the Court Tower. Finally, the new glass façade on the walkway that extends across Washington Street is almost complete. This walkway will be the public connection between the new Court Tower and the existing Courthouse. The opening date for the new Court Tower is still on track for the summer of 2018.</p>	FAS, CAO	Q3 FY18
	<p>Construction of this new Multi-Departmental Storage Facility was completed in December 2017 and is now fully operational and user occupied.</p>	FAS, CAO	FY 17 Q4
	<p>Over the last quarter, LCSO has made a concerted effort to review the existing response districts for Highway Patrol deputies. The current map was established over 20 years ago. The purpose of this redistricting effort is to ensure that the Sheriff’s Office is providing the most efficient and effective response to the public. Using detailed data from the CAD system, the GIS Division was able to develop computer models that enabled LSCO Command Staff to explore the impacts to call volume and busy time of various changes in district boundaries. It is anticipated that minor changes to the district map will be implemented in the spring of 2018.</p>	SO, IT	Q2 FY18

<p><b>Law Enforcement /Justice Deflection &amp; Diversion</b></p> 	<ul style="list-style-type: none"> <li>• The Sheriff's Office's partnership with Treatment Alternatives for Safe Communities (TASC) resulted in eight inmates participating in the pilot Vivitrol medication-assisted treatment program.</li> <li>• Lake County law enforcement officers (including the Sheriff's Office and police departments) have now saved more than 223 people (92 in 2017) using Naloxone since their first save on Christmas Day of 2014.</li> <li>• In December, Naloxone as a harm-reduction training initiative was launched at the Lake County Jail. The Health Department and TASC visited each jail pod and announced the initiative; 60 inmates expressed interest and four inmates were trained and approved to receive a nasal Naloxone dose kit at the time of release.</li> <li>• The Sheriff's Office joined the State's Attorney's co-founded, Lake County Opioid Initiative, A Way Out program in June and has assisted eight participants to date.</li> <li>• In September, the Sheriff's Office launched its pilot Jail Diversion Frequent Utilizers Care Coordination program with Nicasa (funded by the MacArthur Foundation) for 30 high jail utilizers. There are currently 20 inmates in the queue and 7 former inmates being tracked and receiving intensive case management services by Nicasa.</li> <li>• In December, the Sheriff's Office participated in the pilot program for the creation of a national CIT curriculum. The City of Waukegan Police Department was selected as the pilot location and the training class was secured for the week of December 11-15 at the Genesee Theatre. This was a collaborative effort among the following partners: Nicasa Executive Director, LCSO, City of Waukegan and the College of Lake County that resulted in the training of 30 Waukegan PD officers. It is anticipated this national curriculum will be launched soon.</li> <li>• The Sheriff's Office hosted a CIT training class in October at the CLC South Lake Campus. A total of 37 LCSO staff and two officers each from Gurnee, Lincolnshire and Mundelein were certified. LCSO has 126 employees CIT trained to date.</li> </ul>	<p>SO, SAO, CAO</p>	<p>FY 17 Q4</p>
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## Improve Transportation

<p><b>Congestion Relief</b></p> 	<p>The Lake County Division of Transportation (LCDOT) has been studying an improvement to widen and reconstruct Quentin Road from White Pine Road to IL 22. The project also includes a noise barrier wall and bike path. In November 2017, the Lake County Board approved all the necessary State and Federal agreements and funding for this project to move into Phase III – which is the construction stage. Construction is expected to begin in 2018.</p>	<p>DOT</p>	<p>Ongoing</p>
<p><b>Intelligent Transportation</b></p> 	<p>The Lake County Division of Transportation has entered into a data sharing agreement with Waze. This is in the early stages of development and won't be ready for public release until 2018.</p>	<p>DOT</p>	<p>Ongoing</p>
<p><b>Safety</b></p> 	<p>The Lake County Road Safety Task Force launched a public information campaign in November to share road safety information with Lake County residents and gather feedback. The campaign generated more than 600 YouTube views, reached more than 17,000 people on Facebook, and generated 481 survey responses. The task force also held the 3rd quarterly meeting to review data and discuss strategies for reducing crashes where impaired drivers are involved.</p>	<p>DOT</p>	<p>Ongoing</p>

**Sustainability**



The Lake County Division of Transportation initiated a project to reduce salt runoff from the Libertyville Campus into nearby Bull Creek. Construction is complete on a new filtration basin to treat runoff from our salt storage areas. The basin is constructed with specially engineered soil that attracts and clings to the chlorides to contain them on our property to protect water quality in Bull Creek.



## Healthy, Inclusive & Resilient Communities

<p><b>Mental Health Coalition</b></p>	<p>North Highland shared with the Lake County Mental Health Coalition (MHC) its completed community data sharing project report with findings, recommendations, and a vision for going forward in 2018. The Coalition accepted “Go First” strategies that will advance progress toward the data sharing vision, which includes: designing a data sharing pilot project with early adopters from several cross-system behavioral health partners; designing a low technology solution for collecting and reporting aggregated, deidentified, unduplicated data; designing and implementing data governance, fostering relationships with Illinois Medicaid and Managed Care Organizations; developing learning opportunities and strategies to support community behavioral health needs, such as mobile crisis assessment/response teams and follow-up services; developing strategies to engage federal and state legislatures to support active data sharing of behavioral health information for understanding trends and coordinating care; and to research federal, local, and private funding opportunities. The MHC will continue to meet in 2018 to advance the objectives identified in the group’s Charter, which include: community change as it relates to mental health, development of systems to share data, and the need to address stigmas associated with mental health.</p>	<p>Lead: CAO HD, SO, SAO, WFD</p>	<p>Ongoing</p>
<p><b>Live Well Lake County</b></p>	<p>On 10/17/17, the Live Well Lake County Be Active: Walking Action Team hosted a GO Lake County Workshop at the Lake County Central Permit Facility in Libertyville. Along with co-hosts from the GO Gurnee, GO Waukegan, and GO Antioch initiatives, LCHD shared a vision for the expansion of GO Lake County, eventually to include all Lake County communities. At the Oct. workshop, the following 12 communities expressed strong interest in launching a GO initiative in their community: 1) North Chicago; 2) Zion; 3) Lake Bluff; 4) Lake Forest; 5) Deerfield; 6) Vernon Hills; 7) Grayslake; 8) Wildwood; 9) Lindenhurst; 10) Mundelein; 11) Buffalo Grove; 12) Wauconda. In Nov/Dec, LCHD met with 11 of the 12 communities, to help them continue their planning for a 2018 launch of GO in their community. We will be confirming which municipalities will be launching go initiatives in early 2018.</p>	<p>Lead: LCHD, Other: LWLC, local park dists.</p>	<p>2017/2018</p>
<p><b>Diversity &amp; Inclusion</b></p>	<p>HR is currently identifying an Organizational Development consultant to roll out diversity training in 2018 for all employees. In 2017, HR conducted an analysis of employment demographics (by department) and compared it to the Lake County population (based on census data); 31% of the 22 departments boosted minority employment last year and now better align with the countywide demographics, and half of the departments are currently utilizing panel interviews to provide a diverse selection process.</p>	<p>Lead: HR, HD, CAO</p> <p>All Departments</p>	<p>Ongoing</p>
<p><b>Social Determinants of Health</b></p>	<p>To date, roughly 71% of new patients have been assessed for their social determinants of health at the North Chicago Community Health Center. LCHD is using the information collected to identify areas where patients need referrals internally and externally to meet their needs.</p>	<p>Lead: HD</p>	<p>Ongoing</p>
<p><b>Workforce development programs and availability of affordable housing</b></p>	<p>Since 2015, WFD and the Lake County Housing Authority (LCHA) have been working together to promote collaboration amongst workforce development and local housing authorities. WFD is a resource to the individuals enrolled in the LCHA’s Family Self-Sufficiency (FSS) Program, which enables HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. WFD has delivered services to 20 individuals; five are currently enrolled in training and education programs that will lead to a credential in a high wage/high demand occupation; five are preparing to begin training and</p>	<p>WFD</p>	<p>Ongoing</p>



	<p>education within the next six months and six individuals have found employment. WFD has assisted a LCHA resident with securing employment as an Office Manager/Executive Assistant at the Waukegan Housing Authority through an On the Job Training opportunity. WFD has been instrumental in connecting LCHA residents to employers with hiring needs through job fairs and hiring events. WFD and LCHA sustain this partnership by meeting every six months to discuss their FSS program and participants needing employment or training services.</p>		
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## Promote a Sustainable Environment

<p>North Group Water Extension</p> 	<p>Public Works continues to work with our regional partners to advance the extension of the CLCJAWA delivery system to provide Lake Michigan water to systems in Grandwood Park, Fox Lake Hills, Lake Villa, and Lindenhurst. Delivery of Lake Michigan water to Grandwood Park began in July 2017 and began in Lindenhurst in November 2017. The final contracts to construction the water systems to bring water to Fox Lake Hills and Lake Villa are set. Work is on progress and water delivery will be complete in early 2019.</p>	PW	2017/18
<p>Sustainability Consulting Contract</p> 	<p><b>Contract:</b> Following County Board approval of award of the sustainability consultant contract to Quercus Consulting, a contract was negotiated and executed. The County Administrator’s Office assembled teams of County staff with the consultant team based on the primary tasks – Funding Opportunities, Energy Audits, Corrections Composting, and Carbon Footprint. The respective teams reviewed assignments for information needed, timelines and outcomes for each task. Progress outside of the initial kick off in each area is summarized below:</p> <ul style="list-style-type: none"> <li>• <b>Funding:</b> The process to identify projects that achieve County sustainability goals that could be eligible for foundation funding and grants has begun. The approach is to focus in the following areas: green infrastructure and storm water management – exploring opportunities to add new funding sources to existing projects; year 1 task related projects – development of the food scrap composting program and sustainability network; and developing a database of funders and grant cycles to track opportunities and applications.</li> <li>• <b>Corrections Composting:</b> Substantive progress has been made through various meetings, discussion of the existing waste hauling contract, and jail food service operations.</li> </ul>	CAO, FAS	FY18
<p>Recycling &amp; Composting</p> 	<p>The Lake County Code requires 75% of construction and demolition (C&amp;D) debris to be recycled for applicable projects in unincorporated areas of Lake County. This standard was exceeded in 2017. Lake County residents and contractors recycled approximately 86% of C&amp;D debris, and a total of approximately 5,600 tons of waste were diverted from landfills. During the reporting period the County adopted a new land management system, Tyler Technologies’ EnerGov, and not all data was available due to the conversion. Automation and efficiencies in the software will result in increased reporting accuracy and precision.</p> <p>Chapter 50: Solid Waste of the Lake County Code regulates sanitary landfills and solid waste disposal sites, and provides recycling standards for promoting a sustainable environment. These regulations were amended to improve tracking and compliance monitoring of waste and recyclable materials and to streamline the permit application process, allowing for utilization of the full capabilities of the new Tyler Technologies’ permitting system (EnerGov).</p>	Lead: PBD, SWALCO	Ongoing

<b>Protection/ preservation of natural resources/ ecological systems</b> 	<p>The 2017 Lake County Deicing Workshops trained nearly 200 people over three days in September on sensible snow and ice management on road, parking lots, and sidewalks. These workshops are attended by a wide variety of people from both the public and private sector. Information is exchanged and techniques are demonstrated that can help keep our traveling surfaces safe while reducing the impact on the environment. Chlorides from salting activities have been identified as a primary pollutant in our surface waters in Lake County. This annual event in its 9th year and is sponsored and coordinated by several County agencies.</p>	<p>Lead: SMC, DOT, HD, DOT, PW</p>	<p>Q4 FY17</p>
	<p>SMC hosted the 2017 Homeowners Floodproofing Expo and Workshop in November. The workshop was a great opportunity for homeowners and property owners to learn about products, services, and solutions to minimize flood damages to homes and properties.</p>	<p>Lead: SMC</p>	<p>Q4 FY17</p>
<b>Protection/ preservation of natural resources/ ecological systems</b>	<p>SMC recently completed the Bull Creek Stream Restoration Project in Beach Park. Bull Creek flows through Beach Park, into Illinois Beach State Park and enters Lake Michigan. With heavy rain, this creek system experiences significant increases in water volume which leads to damage from erosion and ultimately large amounts of sediment and nutrients deposit into Illinois Beach State Park and Lake Michigan. The project goal was to reduce nearshore and nonpoint source pollution, and to improve water quality in Lake Michigan by restoring and stabilizing Bull Creek.</p>	<p>Lead: SMC</p>	<p>Q4 FY17</p>
<b>Raise Awareness</b> 	<p>County departments continue to leverage existing tools and partnerships to raise sustainability awareness. Recent messages through social media, newsletters, videos and website include plastic bag recycling, deicing workshops, Des Plaines River Watershed planning meetings, and lead testing kits.</p>	<p>Communications, HD, SMC, DOT, SWALCO</p>	<p>Ongoing</p>

## Enhance Economic Opportunities

<b>Enhance economic climate and economic readiness</b>   	<p>The Workforce Development Board awarded grant funds to Lake County Partners (LCP) to pilot a business outreach program focused on youth internships. The pilot program launched in April 2017 with the goal of identifying 25 potential youth internship opportunities. LCP successfully completed the Young Adult Work Experience Program contract with the Workforce Development Department (WDD) in October 2017. LCP initially met with 37 employers during the Discovery Phase of a Young Adult Work Experience Program expansion. Over 90% of employers said they would like to help young workers enter career paths in their industry. LCP conducted initial meetings, and then partnered with the WDD to conduct second meetings and follow up on Young Adult Workforce Opportunities. LCP reported its Discovery Phase data and findings to the WDD in September. The engagement with employers will continue through the LCP Business Outreach Program and the current operations of the WDD.</p>	<p>Lake County Partners (LCP), Workforce Development (WFD)</p>	<p>Ongoing</p>
	<p>The Workforce Ecosystem has collaborated with key industry sector employers and the secondary schools to host Industry Career Expos to introduce students to various careers in the key industry sectors of manufacturing and healthcare. Five expos were held over the course of 2017; in total, 68 employers participated and 1,345 students attended. The students came prepared to discuss employment and internship opportunities. Outcomes from these expos include 60 direct hires to date and more than 150 “earn and learn” opportunities have taken place. Due to the success of these expos, eight more are scheduled for the Spring of 2018, including the Engineering Internship &amp; Job Fair, which will be held in early January at the College of Lake County and target engineering-track students from across the region who are home during their college break and looking to line up summer employment.</p>	<p>LCP, WFD</p>	<p>Ongoing</p>
	<p>Workforce Development, the Job Center of Lake County and the College of Lake County recognized Manufacturing Month in October 2017 by bringing together Lake County manufacturers and adult basic education students. The event brought together four Lake</p>	<p>LCP, WFD</p>	<p>Ongoing</p>

	<p>County companies that represented a multi-dimensional view of the industry and 300 adult education students. Adult students taking HSE (high school equivalency) and ESL (English as a Second Language) classes at the college were invited to hear presentations from the companies about their work environments, job opportunities, and company benefits. A week before the event, instructors and workforce development staff prepared students by helping them create resumes and sharing job search tips. The purpose of the event was to acquaint adult education students with the high-growth field of manufacturing, provide adult education students with an opportunity to communicate directly with local employers, and provide companies with an opportunity to describe the field of manufacturing and growth opportunities.</p>		
<p><b>Increase collaboration &amp; cooperation</b></p> 	<p>LCP continues to deliver valuable reports to municipal partners, including economic, demographic and commercial real estate data to help their leaders make informed, data-driven decisions. Through periodic surveys, the municipalities indicate that they are actively using the data to advance their economic development efforts. LCP also brings together 30+ senior-level municipal representatives on a quarterly basis for a program on various economic development topics. In Q4 2017, a special Economic Development Boot Camp was co-hosted by LCP and ComEd for municipal elected officials and economic development staff. The event featured expert insights from the County, the state of Illinois, Intersect Illinois, site selectors, developers, and utility partners who provided tools that communities can use to advance local economic development. Efforts like these are instrumental in bringing together and engaging municipal stakeholders to ensure that messaging is aligned.</p>	LCP	Ongoing
<p><b>Strategic Communications</b></p> 	<p>LCP works with partners, such as Lake County, to highlight economic development success stories through digital media channels including the organization’s website, social media accounts, e-newsletter and regular County board updates. In addition, LCP has implemented a public relations campaign to regularly pitch stories to the media and increase the organization’s output of news through economic updates and press releases. This enhanced strategic communications program has resulted in stronger relationships with the media and a large uptick in press coverage and inbound activity. Over the course of 2017, LCP facilitated 26 interviews with local and national press, which resulted in 32 published stories—100% of which contained key messages favorably depicting Lake County’s business climate. The stories are then further leveraged through LCP’s channels and those of partner agencies/organizations.</p>	LCP	Ongoing
<p><b>Tourism/Visitor Attraction</b></p> 	<p>Visit Lake County completed its Sports Marketing Analysis to identify opportunities to attract additional sports tournaments to Lake County. Amateur sports tournament generated more than \$16.5 million in economic impact in Lake County over the past four years. The study provides an overview of the current market, completion and strategies for future growth and development. Visit Lake County also conducted highly-targeted multimedia advertising campaigns in the fall and during the holiday season to promote local events and boost tourism and overnight stays in Lake County.</p>	Visit Lake County	Ongoing