



## CHAMPAIGN COUNTY BOARD COMMITTEE AGENDA

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**STRATEGIC PLANNING SUBCOMMITTEE**  
Brookens Administrative Center, Meeting Room Three  
1776 E. Washington, Urbana  
Thursday, April 17, 2008 – 4:30 p.m.

**MEMBERS:** Betz, Knott, McGinty

<u>ITEM</u>	<u>PAGE NO.</u>
I. <u>CALL TO ORDER</u>	
II. <u>ROLL CALL</u>	
III. <u>APPROVAL OF AGENDA/ADDENDUM</u>	
IV. <u>APPROVAL OF MINUTES</u> a. April 2, 2008	1-4
V. <u>PUBLIC PARTICIPATION</u>	
VI. <u>DISCUSSION REGARDING CHAMPAIGN COUNTY BOARD STRATEGIC PLAN</u>	
VII. <u>OTHER BUSINESS</u>	
VIII. <u>ADJOURNMENT</u>	

1 CHAMPAIGN COUNTY BOARD  
2 COMMITTEE MINUTES  
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5 **STRATEGIC PLANNING SUBCOMMITTEE**

6 **Wednesday, April 2, 2008**

7 **Meeting Room 3, Brookens Administrative Center**

8 **1776 E. Washington St., Urbana**

9  
10 4:30 p.m.

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12 **MEMBERS PRESENT:** Betz, Knott, McGinty

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14 **MEMBERS ABSENT:** None

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16 **OTHERS PRESENT:** Kat Bork (Administrative Secretary), Deb Busey (County Administrator of  
17 Finance & HR Management), C. Pius Weibel (County Board Chair), Robert  
18 Rich (University of Illinois Institute of Government and Public Affairs)

19  
20 **CALL TO ORDER**

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22 McGinty called the meeting to order at 4:34 p.m.

23  
24 **ROLL CALL**

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26 The Recording Secretary called the roll. Betz, Knott, and McGinty were present at the time of roll call,  
27 establishing the presence of a quorum.

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29 **APPROVAL OF AGENDA/ADDENDUM**

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31 **MOTION** by Knott to approve the agenda; seconded by Betz. **Motion carried.**

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33 **APPROVAL OF MINUTES**

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35 **MOTION** by Betz to approve the Strategic Planning Subcommittee minutes of September 18, 2007 and  
36 September 24, 2007; seconded by Knott. **Motion carried.**

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38 **PUBLIC PARTICIPATION**

39  
40 There was no public participation.

41  
42 **DISCUSSION REGARDING CHAMPAIGN COUNTY BOARD STRATEGIC PLAN**

43  
44 McGinty provided background on the original ten-point plan that received input from all County  
45 officials and was developed into the Champaign County Strategic Plan. The County Board wants to make sure  
46 it does this process right. McGinty re-introduced Robert Rich, who would assist the subcommittee by educating  
47 them on strategic planning and providing structure for the plan. He encouraged the subcommittee to be thinking  
48 about defining the County's vision.

49  
50 Rich stated that he understood that the subcommittee was looking for an implementation framework to  
51 serve as a framework for moving forward that both the County Board and the public could refer to. Rich  
52 encouraged the subcommittee to stop him if he stated anything incorrectly about the County's plans. In looking  
53 at the strategic plan, Rich asked if the plan embraces the values you as a board want to move forward with,

54 because then it is really a philosophy. He expressed it is important to ask what is the level of development and  
55 economic growth the County Board's wants to emphasize. Referring to the second sentence of the vision  
56 statement, he asked what the metric is for determining a safe and healthy environment for the citizens. The plan  
57 has underscored education, which Rich found interesting because the County does not have a particular  
58 jurisdiction the way it does with healthcare or the criminal justice system. Rich suggested the subcommittee  
59 revisit the mission statement. The vision is a statement of direction as well as values. He was not sure they  
60 have captured the direction.

61  
62 Betz stated he does think the County has the diversity it values. He said land use policies can increase  
63 diversity by allowing lower income development. The County has made diversity a priority with its  
64 construction projects and workforce. McGinty stated it would make sense to have a separate value statement.  
65 Rich said that was just what he was going to suggest. Many strategic plans have a separate value statement and  
66 it is important to make it consistent. He next pointed out that a strategic planning process represents a roadmap  
67 of how we get from here to there. He encouraged the subcommittee to think of implementation in three different  
68 time periods: 1 to 12 months, 13 to 24 months, and 24 to 36 months. He stated one cannot go beyond 36 months  
69 in the reality of trying to be operational. The next step is to use goals as building blocks for the strategic plan.

70  
71 Betz asked what Rich meant by operational. Rich said it means each goal be feasible (not a Christmas  
72 wish list), each goal be expressed in terms of the steps needed to get it done (some steps to occur in the three  
73 time periods, some beyond), and the goals must be measurable in order to see if they have actually been  
74 achieved. McGinty said it is difficult to put measurements on some County departments. Rich stated a  
75 measurement is not necessarily a five-point scale; it is whether one can verify that a goal has been achieved. A  
76 measurement can have a yes or no answer or a range. McGinty mentioned the Juvenile Detention Center and  
77 the measurement of success would be in that type of institution. Rich wants to resist the notion that some things  
78 are not measurable. When something is hard to measure, we implement multiple measures because a single  
79 measure will not capture success. One of the goals is to define the range of success. Betz noted the Mental  
80 Health Board has developed a matrix for measuring recidivism in an interesting way. Weibel added that things  
81 can be measured in two ways, the goal and how far one has improved. Rich talked about revising the goals once  
82 you measure what is achieved and see why or why not the goals were reached. McGinty said the County Board  
83 could do a progress update towards the three-year goals annually at budget time. Rich suggested the  
84 subcommittee determine for each goal how it is feasible, measurable, and expressed in terms of how it will be  
85 done. Then the goals are broken into sub-goals for each time period. This is the first step for each of the goals,  
86 and then you have your implementation framework. McGinty said Board members have talked about using a  
87 dashboard metrics to quickly review the progress. Rich suggested they revisit the goals every four months  
88 during the first time period and afterwards every six months. The review would look at the steps to see how the  
89 County was doing. It may mean some additional sub-goals are established. Rich emphasized this is not meant  
90 to be a straightjacket, it is meant to be a helpful framework.

91  
92 Betz was worried about a political report card that might lead to revising goals to make them look more  
93 achievable for political purposes. Rich said to not express it as a report card, express it as progress towards  
94 meeting the strategic goals. He explained what constitutes success is a conceptual discussion, not a  
95 measurement. Rich said Betz's point was well taken, if we are not there yet, it does not mean we have failed.  
96 McGinty said this was excellent beginning. Rich was willing to return to another meeting to start on the goals  
97 and facilitate the discussion of goals with the subcommittee. Weibel said the subcommittee should start this  
98 process themselves and then have Rich review their progress. Knott asked Rich's advice on people not being  
99 comfortable with strategic planning, how do we get most people on board. Rich suggested having a frank  
100 discussion about how you will use it. This is an ongoing discussion, not a five-year plan or straightjacket. It is  
101 important to say this is meant to be a dynamic management tool. The purpose of the four-month review is not  
102 an evaluation session, it is a progress report. He wanted the County Board to understand they are after a  
103 formative discussion on goals. They have agreed on goals and are having a midterm assessment. Betz stated  
104 that broad goals are fairly easy to get agreement on. Rich noted that is why you have sub-goals. Betz some

105 goals will not be unanimous. Rich stated that being unanimous is not the goal. There are multiple measures of  
106 success, not one. Goals adopted on a vote of 12 to 11 basis are difficult to implement and at that point it would  
107 be hard to succeed. Betz raised his point because some of the goals could be split in that fashion amongst Board  
108 members. Rich introduced the concept of readiness to implement as whether there is capacity in the County to  
109 move forward with implementing goals. One of the ways to look at capacity is the level of consensus and  
110 opposition. With a 12 to 11 split, there is not a high level of readiness at that time. Weibel asked for Knott to  
111 comment on Board members against this. Knott replied some Board members see this plan as just an expansion  
112 of government and that we cannot agree on it. Some Board members do not have experience with this type of  
113 planning. Rich noted some people might have had negative experience with a strategic plan had been done but  
114 then shelved without being implemented.

115  
116 Betz said he has been skeptical of the process. His concerns in part are things like what occurred with  
117 BigSmallAll where a great deal of money was spent and the report is now just sitting out there rotting. Rich  
118 responded that the process is more important than the product. He is firm believer that strategic planning is only  
119 as good as the process you use to get there. An implementation process builds confidence when people can see  
120 a positive result. Knott said the County has resources to implement the strategic plan where other entities do  
121 not. The budget will limit how much the County can do. Rich said the budget is very important because  
122 sometimes goals cost more than originally thought and the planning process allows the Board to determine if it  
123 wants to spend more money on a goal or not. Knott emphasized engaging all Board members early on some  
124 difficult issues that they will not want to deal with. Knott said the budget process has generated more discussion  
125 and gotten more consensus in the last couple of years. McGinty stated he did not want this strategic plan to sit  
126 on the shelf. The County Board is the implementers; it is up to them to do it. It should be an autopilot method  
127 of doing business. Betz asked, in terms of the procedures, if it done through this type of subcommittee or with a  
128 full study session of the County Board. Rich stated his experience is to have this subcommittee prepare a draft,  
129 and then take the draft to a full committee for discussion.

130  
131 McGinty suggested the subcommittee take what they have today and do more work, then review it with  
132 Rich. Rich encouraged the committee to email or call him because he could help clear something up. Betz  
133 asked if Rich was suggesting they rewrite the strategic plan. Rich suggested they start with a new section called  
134 "Values," then revisit the vision statement. You want to talk about the core County values that you are trying to  
135 promote and then see if you are capturing it in vision statement. Busey remarked the vision statement could end  
136 up being very different. Rich said they should consider what they want the County to look like 20 years from  
137 now, what is an achievable dream. Rich recommended not going back to the County Board until the  
138 subcommittee has goals and sub-goals.

139  
140 The subcommittee agreed to meet on April 30, 2008 at 4:30 p.m. with Rich and on April 17, 2008 at  
141 4:30 p.m. with just the subcommittee. Betz said they could almost have a chart of values and statements. Busey  
142 suggested starting with the values and forget they have vision statement. The subcommittee could list all the  
143 values of the County Board and then see if those values are covered. The subcommittee agreed.

#### 144 **OTHER BUSINESS**

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146  
147 McGinty stated that he and Knott have started to discuss logistics of reducing size of the County Board.  
148 Knott did some research and passed out information about what other counties are doing regarding their County  
149 Boards' size. McGinty stated any reduction plan could not happen until after the redistricting in 2012. McGinty  
150 has heard from many constituents that the County Board is too big and cumbersome. Knott had articles about a  
151 county that did some strategic planning. The County Board makes the decision on the size and number of  
152 districts. They could put an advisory question on the ballot to get the voters' opinion. McGinty and Knott just  
153 wanted to throw this idea out on table so it does not get lost. McGinty stated the Board's size, the number of  
154 Administrators, and the Board Chair's role are all interconnected. Knott noted it is easier to ask the question  
155 well in advance. McGinty distributed a chart that showed the math of reducing the County Board to 18 Board

156 members. All of the committees would be reduced to seven members, except for the Policy, Personnel, &  
157 Appointments Committee which would remain at nine members. Every County Board would serve on two  
158 committees, except for the Board Chair who would serve on the Policy Committee and two other committees.  
159 The outline would remove the Justice & Social Services Committee because the business of that committee  
160 would be covered by the Nursing Home Board of Directors. McGinty would like to see a reduction in the size  
161 of the Board as an advisory question on this year's ballot to help guide the County Board. Knott said it is  
162 similar to the previous single member district question, in that it is an indicator, not an enforceable question.  
163

164 Betz stated he thought they were skipping the whole process of goals and that this idea is a solution  
165 before the process has been done. Betz stated one of our values is racial diversity and Champaign County has  
166 one of the only racially diverse County Boards. He felt the County Board would lose its diversity with a  
167 reduction in its size. He thought they are coming to a solution before we have followed the process and it  
168 disturbed him. McGinty said the focus is on strategic planning. This is a side conversation between him and  
169 Knott that they wanted to bring to the table. Betz noted the subcommittee is nowhere near goals statements. He  
170 thought this goes outside of this process. Knott said they threw it out there to keep it in the mix. The ballot  
171 question would have to be decided by August, so this fits the timeframe. Weibel agreed with Betz because they  
172 have not set any goals about reducing the Board. Busey suggested it was too early to discuss this proposal  
173 because the subcommittee could start looking at goals. There are five months between now and August, by that  
174 time she hoped the strategic plan will be documented. This could be an outcome of a little bit later in the  
175 process. McGinty said he understood, but was concerned by time flying and progress is not made. Knott and  
176 McGinty were thinking aloud and are willing with have it go through process. Knott said he would not  
177 apologize for bringing an idea to the table because often members do not. Betz said it is too early to discuss and  
178 this could derail the entire thing. Knott said every county has its issues and they should not be afraid to talk  
179 about it. Betz said if they are going to talk about reducing the Board's size, then he wants to talk about every  
180 possible option of reducing it.

181

182 **ADJOURNMENT**

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184 Meeting adjourned at 5:42 p.m.

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186 Respectfully submitted,

187

188 Kat Bork

189 Administrative Secretary

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*Secy's note: The minutes reflect the order of the agenda and may not necessarily reflect the order of business conducted at the meeting.*