

## CHAMPAIGN COUNTY BOARD COMMITTEE AGENDA

---

STRATEGIC PLANNING SUBCOMMITTEE  
Brookens Administrative Center, Meeting Room Three  
1776 E. Washington, Urbana  
Wednesday, April 2, 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. September 18, 2007	1-3
b. September 24, 2007	4-6
V. <u>PUBLIC PARTICIPATION</u>	
VI. <u>DISCUSSION REGARDING CHAMPAIGN COUNTY BOARD STRATEGIC PLAN</u>	7-9
VII. <u>OTHER BUSINESS</u>	
VIII. <u>ADJOURNMENT</u>	

1 CHAMPAIGN COUNTY BOARD  
2 COMMITTEE MINUTES  
3

---

4  
5 STRATEGIC PLANNING SUBCOMMITTEE  
6 Tuesday, September 18, 2007  
7 Meeting Room 3, Brookens Administrative Center  
8 1776 E. Washington St., Urbana  
9

10 4:30 p.m.

11  
12 MEMBERS PRESENT: Betz, Knott, McGinty

13  
14 MEMBERS ABSENT: None

15  
16 OTHERS PRESENT: Deb Busey (County Administrator of Finance & HR Management), Jenny  
17 Putman (County Board Member), C. Pius Weibel (County Board Chair)  
18

19 CALL TO ORDER  
20

21 Betz suggested making McGinty Chair for the meeting. McGinty agreed and called the meeting to  
22 order at 4:30 p.m.  
23

24 ROLL CALL  
25

26 McGinty called the roll. Betz, Knott, and McGinty were present at the time of roll call, establishing the  
27 presence of a quorum.  
28

29 APPROVAL OF AGENDA/ADDENDUM  
30

31 MOTION by Knott to approve the agenda; seconded by Betz. Motion carried.  
32

33 PUBLIC PARTICIPATION  
34

35 There was no public participation.  
36

37 DISCUSSION AND RECOMMENDATION REGARDING DEVELOPMENT AND ADOPTION OF  
38 CHAMPAIGN COUNTY BOARD STRATEGIC PLAN  
39

40 McGinty said was a result of moving some things to the Policy, Personnel, & Appointments Committee  
41 and having them deferred for this subcommittee could get together with Busey and talk about what needs to  
42 happen with moving the strategic plan as part of the County's budget package for this year. McGinty put  
43 together three items: 1. All the points from the initial ten point plan, of which the key points have been  
44 incorporated into the strategic plan. 2. The strategic plan, to which Betz's suggestion about completion of a  
45 diversity study in FY2008 if possible has been included under Goals. McGinty hopes this document can be  
46 moved forward to the Policy, Personnel, & Appointments Committee for approval and then adopted by the full  
47 Board as a guiding document in moving forward. The plan can be updated every year and even during the year.  
48 3. The last document was an update of the organizational chart to reflect that the Nursing Home and the  
49 Planning & Zoning Department are citizen services organizations and the County Administrators are advisors to  
50 those departments. The dotted lines from the administrative structure provide services to the entire structure  
51 surrounding the citizens. McGinty thought this was the most accurate organizational chart to date and he is  
52 interested in feedback.  
53

54 Betz said it is a wonderful vision when they talk about the vision statement. He likes the idea of a  
55 diversity study, but he thinks diversity is a little bit bigger than just a study. One of the things he would like to  
56 see is a goal and commitment to a greater diversity in the County employment workforce in terms of numbers  
57 and where folks are. He thought Ron Gremore's article was interesting, but it did not answer all of his  
58 questions. Betz wanted more information on the location of diversity in terms of County departments and  
59 employee classifications. Knott suggested the first year would be concerned with developing benchmarks. He  
60 would prefer to spend the money and time in-house to look at diversity in the County's workforce. Busey said  
61 Ron Gremore is working on the biannual EEO report and it will give the strata information Betz is looking for.  
62 The EEO report should be ready in November, as Gremore indicated to the Policy, Personnel, & Appointments  
63 Committee. Gremore will also need to report to the committee on the fact that he has met with every elected  
64 official and department head regarding their interests in having EEO plans within their hiring decisions. The  
65 County Board can direct policy for the appointed officials, but not direct the elected officials in regard to there  
66 hiring practices. Weibel asked if the report was for this year or last year. Busey explained it is done every two  
67 years. The subcommittee discussed diversity in the County and how to phrase the County's commitment to  
68 diversity in the goals.

69  
70 In regards to this plan, McGinty said he was trying to put together tangible goals for FY2008 that were  
71 achievable. He suggested using the wording "study and implement plan to increase diversity in County  
72 workforce." Busey suggested the entire County Board should weigh in on the County Board Strategic Plan, so  
73 she recommended placing the strategic plan as it relates to each committee on each committee agenda in  
74 October. Each committee would then be asked if they are okay with the vision, mission, and commitment  
75 statements; and where are they with the goals. Busey distributed a breakdown of goals for each committee that  
76 she prepared. Busey took the goals out of the strategic plan and assign a goal to a committee based on the  
77 content of the goal. In doing this, the goals end up being a list of action items and it does not encompass the  
78 value goal she thought the subcommittee might want to have at the committee level. The diversity discussion  
79 really bellows with the Policy, Personnel, & Appointments Committee because it is the committee that has some  
80 responsibility in that area. Busey said there are more actions listed on the pages than what the subcommittee  
81 originally had become some of them come from departments from departments who provided this information  
82 as part of the strategic planning process that is done with the budget. This is way of having every committee  
83 weigh in on the County Board Strategic Plan. It might broaden it a little bit, but it still talks about what actions  
84 the subcommittee anticipates are the goals for FY2008. McGinty asked if this was a work plan at the committee  
85 level based on the strategic plan which could be expanded based on the goals that come out of the budget  
86 process. Busey confirmed it was. McGinty stated his opinion that this approach was the way it should work.  
87 Busey added that it should say something about the strategy or value that committee has at the committee level.  
88 The subcommittee agreed Busey's suggestions made sense. The plan cannot list all the department actions, but  
89 it can list actions that are directly attributable to the County Board's actions. Knott felt with worked well into  
90 the new budget process and the change in philosophy. The subcommittee discussed the committee work plans.  
91 Busey said the goals for a committee can be goals for the present and into the future, but the actions can be  
92 specific to a fiscal year. The goals speak to the basis of the County Board's plan. Betz said many of the items  
93 need to be fleshed out.

94  
95 Betz presumed nothing was going to the full Board about the strategic plan. Busey said it would not in  
96 September, but something might go to the County Board in October, depending on what develops. McGinty  
97 noted some of the action items are already in progress at the committee level. Knott suggested the  
98 subcommittee work on the committee goals and hold another meeting early next week to flesh them out before  
99 forwarding them to the committee agendas to give it a little more structure and detail. It is important to get the  
100 County Board into a strategic thinking mode so it is an annual process. Busey said the strategic plan did not  
101 have to be included in the FY2008 County Budget. It is more important to take the time to do this right. Busey  
102 said she contacted the Institute of Government Affairs at the University of Illinois because most governing  
103 agencies do not prepare a strategic plan without help from some sort of consulting assistant. She inquired if the  
104 Institute had any assistance available if the County Board would want it as the Board works on the development

105 of this plan. She is waiting to hear back. The subcommittee discussed the possibility of scheduling a meeting  
106 next Monday. They thanked Busey for breaking down the goals by committee. Busey noted that diversity is  
107 one of the issues that crosses so many different areas. The Justice & Social Services Committee is concerned  
108 about ensuring diversity in the juror pool and the County Facilities Committee is concerned about diversity in  
109 the trades and the Policy, Personnel, & Appointments Committee is concerned about diversity in the workforce.  
110 She urged the subcommittee to think about the overriding goals because they are not addressed in this format  
111 and another format might be preferable. Betz said he wants value directly addressed somehow. Busey said  
112 some governing bodies develop a statement of values that is separate from goals and those values drive how an  
113 entity moves towards achieving those goals. McGinty urged keeping it simple so the committees know what  
114 they are supposed to do.

115  
116 The subcommittee discussed the revised organizational chart that shows that the Nursing Home,  
117 Planning & Zoning Department, and EMA are not really under the County Administrators. These departments  
118 are citizen services and the County Administrators act in an advisory capacity. The chart also accurately shows  
119 the support provided to other departments by the Administrative Services Department. Betz asked if the chart  
120 has to be part of the strategic plan. McGinty said it did not, he was just providing the revised version. Betz  
121 claimed the Auditor, County Clerk, Recorder, and Treasurer should be purple because they are independent and  
122 the County Board does not set their policies. Busey thought the chart was intending to reflect operations. For  
123 example, the Auditor does not serve the citizens and is an independent. The public does not go into the  
124 Auditor's Office to receive services. The public does receive services at the office of the Recorder, County  
125 Clerk, and Treasurer. McGinty said this chart does not show the County Board having impact on those  
126 departments.

127  
128 **OTHER BUSINESS**

129 There was no other business.

131  
132 **ADJOURNMENT**

133 Meeting adjourned at 5:15 p.m.

135  
136 Respectfully submitted,

137  
138 Kat Bork  
139 Administrative Secretary

140  
141 *Secy's note: The minutes reflect the order of the agenda and may not necessarily reflect the order of business conducted at the meeting.*

1 CHAMPAIGN COUNTY BOARD  
2 COMMITTEE MINUTES  
3

---

4  
5 **STRATEGIC PLANNING SUBCOMMITTEE**

6 **Monday, September 24, 2007**

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

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

9  
10 4:30 p.m.

11  
12 **MEMBERS PRESENT:** Betz, Knott, McGinty

13  
14 **MEMBERS ABSENT:** None

15  
16 **OTHERS PRESENT:** Kat Bork (Administrative Secretary), Deb Busey (County Administrator of  
17 Finance & HR Management), C. Pius Weibel (County Board Chair)

18  
19 **CALL TO ORDER**

20  
21 McGinty called the meeting to order at 4:35 p.m.

22  
23 **ROLL CALL**

24  
25 McGinty called the roll. Betz, Knott, and McGinty were present at the time of roll call, establishing the  
26 presence of a quorum.

27  
28 **APPROVAL OF AGENDA/ADDENDUM**

29  
30 **MOTION** by Betz to approve the agenda; seconded by Knott. **Motion carried.**

31  
32 **PUBLIC PARTICIPATION**

33  
34 There was no public participation.

35  
36 **DISCUSSION AND RECOMMENDATION REGARDING DEVELOPMENT AND ADOPTION OF**  
37 **CHAMPAIGN COUNTY BOARD STRATEGIC PLAN**

38  
39 Knott requested to throw out something to direct the conversation. He wondered if Busey thought there  
40 is enough time to really get the strategic plan done in the committees. Knott was hopeful to have something  
41 through to the full Board and have it implemented. If the County Board would adopt the full strategic plan for  
42 FY2008, then they could start in FY2009 with the committee action plans that Busey has outlined. He was  
43 concerned about actually getting it done, as there will need to be a certain amount of education done to bring  
44 committee chairs and members up to speed on the concept. Then the committees could start on some things for  
45 the FY2009 budget and a broader timeline for FY2009. Knott was not trying to circumvent the committees and  
46 liked Busey's committee concept, but he worried about the time issue for the FY2008 budget. McGinty asked if  
47 Knott was suggesting finishing the list of goals and giving it out the committee assignments in FY2008. Knott  
48 explained he was hoping with more time the committees will take the time to formulate what they want to come  
49 up with for the new year. Then it really will come from the committees. McGinty noted his primary goal with  
50 the Ten-Point Plan was to start the committees on issues like a capital improvement plan in the County Facilities  
51 Committee and a land use plan in ELUC. McGinty concurred with Knott's idea for the subcommittee to finish  
52 the blanket document of broad goals and incorporate it into the FY2008 budget with the approval of the Policy,  
53 Personnel, & Appointments Committee and the County Board. Busey said her intended point was simply that a

54 strategic plan has to come from the whole Board. The committee structure, being what it is, would be the area  
55 to identify strategic goals and objectives. Weibel asked if it was necessary to tie the strategic plan in with the  
56 budget this year. Knott said it should drive the budget process. Busey noted it should come out in March or  
57 April before the budget process begins. Knott said the subcommittee is providing a template and some ideas to  
58 get the thought of strategic thinking planted into the County Board. He expects it will look very different a year  
59 from now. McGinty spoke about having a blanket statement of goals and the importance to come out with goals  
60 in a new budget year. The action items do not have to be defined at this point in time. McGinty said he  
61 envisioned the Policy, Personnel, & Appointments Committee handling some things, but with a weeding out  
62 process of making assignments. McGinty said it was logical to have the strategic plan document continuing to  
63 the Policy, Personnel, & Appointments Committee and County Board for approval before returning to the Policy  
64 Committee for implementation.

65  
66 Betz asked if the idea was to put a short document of goals before the full Board, but not hand out  
67 particular committee assignments. Knott said the committee assignments would wait until December for the  
68 Board to start thinking about FY2009. Weibel suggested waiting until January because people will not think  
69 about it over Christmas. Betz said this would be an aspiration document with possible goals for the individual  
70 committees. The committee would have the ability to add or subtract goals. Betz would like to see monitoring  
71 the BigSmallAll progress as a goal for ELUC because he does not know what is going on since the process was  
72 completed. McGinty said the subcommittee could help create the forward thinking mindset instead of a solely  
73 reactionary approach. The subcommittee discussed the often reactionary nature of the work by committees and  
74 the need for change. Betz commented joining a committee like ELUC can involve matters a Board member has  
75 never dealt with before. Betz stated he wanted it on the record that he was the single most incompetent person  
76 ever to serve on ELUC. Betz felt the ideas need to ferment at full Board before moving on to specific  
77 committees. The subcommittee discussed the BigSmallAll project. McGinty asked if there was consensus to  
78 put forth a blanket, highlight strategic plan for the committees to receive in order to generate goals in early  
79 FY2008. McGinty suggested this subcommittee prepare everything for each committee in a way that is obvious  
80 to handle. He had some ideas about a value or goal statement to use as a template to help the committees. Knott  
81 proposed giving the committees a suggested method for monitoring. Busey said one would hope that as the  
82 committees go through the goals that they could tie those goals to performance indicators and individual  
83 department budgets. McGinty added that having the strategic plan in the FY2008 budget document would help  
84 the County with the Government Finance Officers Association and how that association views the County.  
85 GFOA saw the County not having a strategic plan as a weakness. Betz asked if the GFOA monitored whether  
86 the County achieved its goals. Busey confirmed GFOA did not. Betz noted some of the goals are great ideas  
87 but not achievable in the short-term. Busey explained GFOA is looking for long-term planning. While this is  
88 document does not get there, it is a step in the right direction. For example, long-term planning is looking at  
89 how a capital improvement plan impacts operational issues. Betz said they were looking at two strategic plans,  
90 long-term and short-term. McGinty noted some issues like IT and the capital improvement plan will be  
91 continuous. Busey said the problem with capital improvement is that is not appropriately funded. One of the  
92 reasons capital improvements are not appropriately funded is because the County does not have a long-term  
93 plan. The County has start on a plan to a small degree, but it has not done the comprehensive work to have in  
94 place for the facilities. This is a funding gap in the budget that the County Board should be aware. Another  
95 example is the need to rebuild the fund balance in Self-Funded Insurance.

96  
97 Weibel asked if the strategic plan has to go through the Policy, Personnel, & Appointments Committee.  
98 It was the consensus of the subcommittee to put the strategic plan on the Policy Committee agenda for the next  
99 meeting. McGinty volunteered to make a format to extract the information on the plan to a worksheet for each  
100 committee by January. Betz spoke about investing committee members in this process, especially with the new  
101 people on the County Board.

102  
103 Busey stated a lot of government bodies enlist the assistance of a facilitator for strategic planning.  
104 Busey asked if there was any interest in her looking into finding an MBA or MPA student who might want to

105 take this on as a project. If someone who really understood strategic planning went to every committee session  
106 where this was being worked on, then the County might be assured of some degree of consistency. Knott agreed  
107 it would be a great experience for a student. McGinty added that they want it to be a great experience for  
108 Champaign County too. The subcommittee agreed to replace the wording “complete diversity study” with  
109 “study and implement plan to increase diversity in County workforce” under Goals and Objectives. Betz  
110 requested the language read “diversity in County workforce and contractors” because there is a difference  
111 between the County’s workforce and the contractors it hires for facilities projects. Betz said it would be good to  
112 let the Chairs and Vice-Chairs of the committees know to brainstorm on committee goals before January. The  
113 Board members are capable of coming up with creative solutions for the various unmet needs in the County.  
114 McGinty concurred with Betz’s point because he and Knott have acknowledged there would be disagreement on  
115 issues, but they wanted to encourage discussion and addressing the issues. Busey suggested convening a  
116 meeting of the committee chairs the month before presenting the action lists to the committee. The committee  
117 chairs do not all have experience with strategic planning and it is difficult. The subcommittee debated when  
118 would be the best time to hold the next meeting and contacting an experienced facilitator. Betz mentioned  
119 Robert Rich at the University of Illinois. Busey said Rich was with the Institute of Government Affairs. She  
120 has contact his office and he should return her call. Weibel agreed to contact Rich himself. The subcommittee  
121 agreed either Rich or someone on his staff would be an ideal facilitator. McGinty offered to format the strategic  
122 plan for the Policy, Personnel, & Appointments Committee agenda. He will email it to the secretary.

123  
124 **OTHER BUSINESS**

125  
126           There was no other business.

127  
128 **ADJOURNMENT**

129  
130           Meeting adjourned at 5:10 p.m.

131  
132           Respectfully submitted,

133  
134           Kat Bork

135           Administrative Secretary

136           *Secy's note: The minutes reflect the order of the agenda and may not necessarily reflect the order of business conducted at the meeting.*  
137

# **Champaign County Strategic Plan**

## **Vision**

Champaign County balances the preservation of the best farmland in the world with the need to enable appropriate development and economic growth. We are committed to providing our citizens with a safe and healthy environment in which to live. We value the diversity of this community, and quality education opportunities provided here.

## **Mission**

Champaign County is committed to its citizens by offering a wide range of desired county services in a cost-effective and responsible manner.



# Accomplishments

***ACTION: As part of the budget process each year, previous year's accomplishments as they relate to the Strategic Plan will be reviewed and next year's goals and objectives will be set.***

Accomplishments in 2007 have included:

- Long-range planning has begun in the areas of technology, capital improvement, finance, and land use.
- Nine of the 12 collective bargaining agreements which expired at the beginning of FY2007 have been successfully negotiated, and the remaining three are expected to be completed before the end of the year.
- The move into the new Champaign County Nursing Home was completed.
- Construction on the new Fleet Maintenance Facility began.
- Agreement with ILEAS to occupy the old nursing home facility was executed.
- Continued evolution of budget process, allowing for more information about the budget to be understood throughout the media and community.
- GFOA budget award received (only 5 of 102 Illinois counties received award) for innovation and forward-thinking in budget process.
- Enhanced Internet and wireless connectivity for the County's network, allowing for greater efficiency for the operations of county offices and increased public accessibility to meetings and data.

# Goals

Goals and objectives for 2008 include:

- Continue technology development that will allow the County to provide greater efficiencies to county offices and accessibility to the public.
- Implement capital improvement plan.
- Complete finance and land use plans.
- Complete Fleet Maintenance Facility.
- Begin construction project on exterior maintenance of Champaign County Courthouse.
- Complete capital improvements to old nursing home facility for ILEAS as part of mutually beneficial lease.
- Implement new administrative structure.
- Study and implement plan to increase diversity in County workforce and contractors.
- Review and revise the Champaign County Purchasing Policy.
- Break even or better net income for Champaign County Nursing Home.
- Identify and implement tools for enhancing communication of Champaign County government to its citizens and constituents.

# Commitment

Champaign County employees are committed to supporting the County's vision, mission, and strategic plan. Together, the employees of Champaign County help to provide important core county services to all citizens, making Champaign County a great place to live.

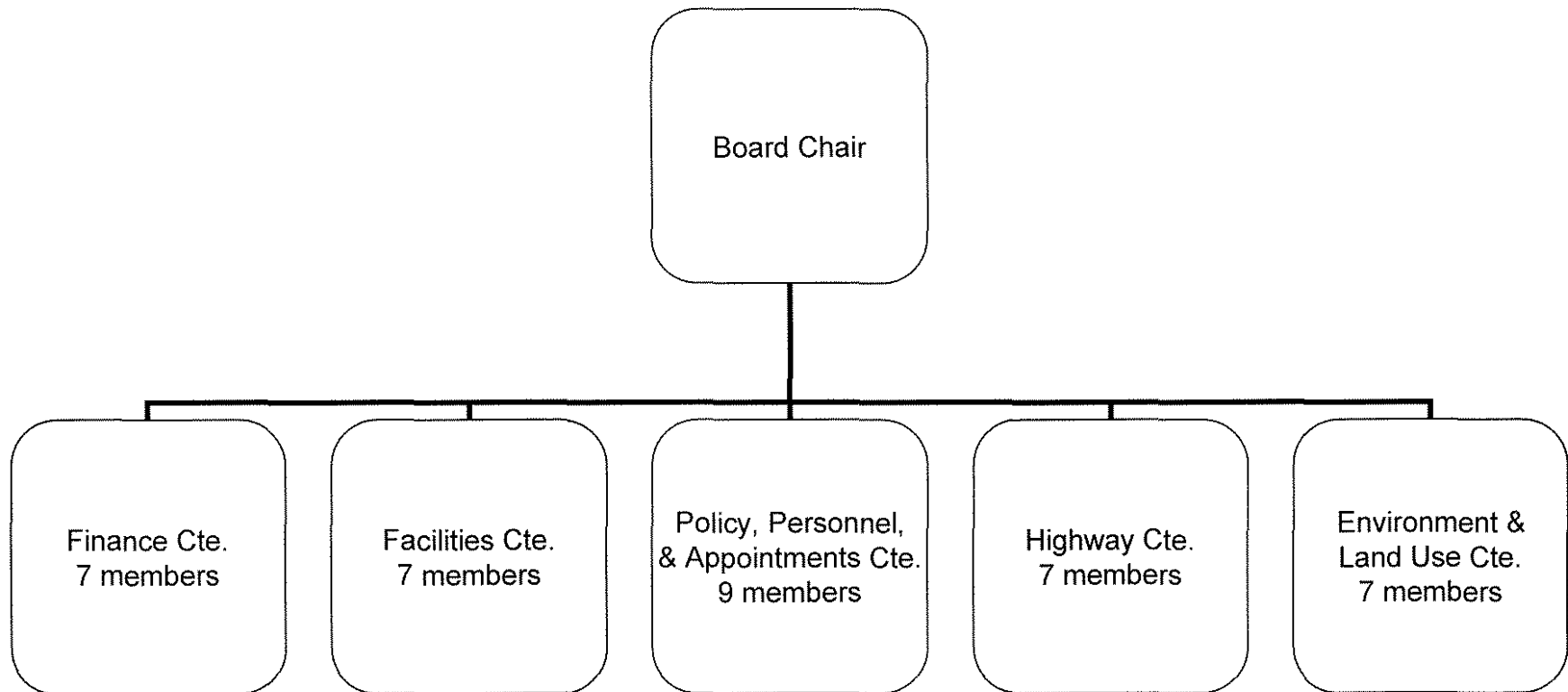
**ATTACHMENTS GIVEN  
TO THE COMMITTEE  
AT THE MEETING**

**STRATEGIC PLANNING  
SUBCOMMITTEE  
APRIL 2, 2008**

Contents:

1. Chart on Transition of County Board from 27 to 18 Members
2. Materials on Reducing the Size of the County Board

# Transitioning from 27 to 18 Board Members



- Board Chair serves on three committees, including Policy.
- Each other Board member serves on two committees.
- All prior business of Justice and Social Services would be covered by either the appropriate committee or the CCNH Board.
- Change to 18 Board members occurs after all existing terms are served – 2012. Everyone would need to run again at that point anyway.

# The News-Gazette.com

## Officials suggest county board reduction

By Paul Wood

Wednesday April 2, 2008

URBANA – The Champaign County Board might go on a diet.

The board now has 27 members. But two of them, Brendan McGinty and Greg Knott, who last year came up with a 10-point reform concept, think 18 might be closer to the right number of members.

"I don't know if there's any magic number, but reducing (the board) by one-third would probably save time and money," said Knott, a St. Joseph Republican.

McGinty, an Urbana Democrat, said the two would also propose to the county that it reduce its number of administrators from two to one.

"These are pretty big changes," McGinty said. "We're not going to rush into them.

"We've looked at a reduced board size in Macoupin County. We could also make five committees instead of six."

He said a single administrator could improve business flow. The county's co-administrators, Debra Busey and Denny Inman, now share responsibility.

The reductions in board members and administrators would probably be decided by ballot before 2012, when all current terms will have expired, McGinty said.

The next step for the ideas is this afternoon at 4:30, when the board's strategic planning subcommittee meets at Brookens Administration Center, 1776 E. Washington St., U.

The subcommittee has three members, and the third, Urbana Democrat Tom Betz, is not as sanguine about the ideas as are his peers.

Betz said the relatively new subcommittee has to get its priorities straight.

"I think what we're considering is strategic planning, and we have to define that first," he said.

Betz said the board reduction is a solution without a problem.

"I have never in 16 years on the board had a constituent say we need to reduce the size of the board," he said. "It is a complete myth that the size of the board has anything to do with the ability of a government body to operate efficiently."

He said a nimbler government is not necessarily a better one. "The role of a legislative body is to deliberate, to chew on the cud. Also, if you reduce the size of the county board, you eliminate some of the diversity of profession, race and culture."

McGinty said Robert Rich, from the University of Illinois Institute of Government and Public Affairs, has helped the subcommittee with long-range planning initiatives.

---

Find this article at:

[http://www.news-gazette.com/news/2008/04/02/officials\\_suggest\\_board\\_reduction](http://www.news-gazette.com/news/2008/04/02/officials_suggest_board_reduction)

## Comments

---

### The News-Gazette.com

The East Central Illinois Online News and Advertising Source

---

Contents of this site are © Copyright 2008 The News-Gazette, Inc. All rights reserved.



# SOUTH COUNTY NEWS

*Bringing it all together in South Macoupin County*

Print Page

**WEDNESDAY APRIL 2, 2008** Last modified: Thursday, February 14, 2008 3:02 PM CST

## Manar to propose "Financial Blueprint for Macoupin County"

By: *Dave Ambrose*

*Thursday, February 14, 2008 3:02 PM CST*

Macoupin County Board Chairman Andy Manar was expected to present the County Board on Wednesday with a sweeping proposal to cut the county spending and generate new revenue in response to recent coal mine closings in the county.

Manar's "Financial Blueprint for Macoupin County" is expected to stir some controversy, Manar admitted on Tuesday. "I've heard from some board members who had very positive things to say, and I've heard from some who were negative," Manar said. "That's to be expected. But I get every sense that they've going to give it a fair shake."

The County Board was set to met on Wednesday instead of its regularly scheduled Tuesday meeting date because of the Lincoln's Birthday holiday this week.

The document Manar plans to present is a starting point for discussions on how the county can go about keeping its financial house in order following the closure of Crown II Coal Mine near Virden and Monterey Coal Mine No. 1 near Carlinville. County government will lose an estimated \$880,000 in annual sales tax revenue alone as a result of the miner closures. To help offset that loss, Manar is proposing a \$226,000 reduction in the county's general fund budget for the remaining six months of the fiscal year. And, he is asking for a two percent reduction in the budget of each county office, except the Sheriff's Department and Circuit Clerk's Office.

The County Board Chairman said he wanted to exclude the Circuit Clerk's Office from the impending budget cut because the Clerk's office has taken over the duties of two people who retired from the Office of the Circuit Court, at a cost savings of about \$40,000 to the county.

He said the Sheriff's Department also is a unique part of the budget. The Sheriff's Department budget accounts for nearly half the county's total budget, Manar said. The County Board has kept the Sheriff's budget "flat" for the past couple of years. As a result, the Sheriff's budget has not increased even though the cost of gas for patrol cars has risen dramatically.

"I don't want to get into a situation where we have to start cutting deputies," Manar said. "But the board may disagree with me."

Among the more controversial aspects of the plan are proposals for reducing the number of County Board committees and possibly reducing the size of the board itself from 27 members to 15.

According to the Financial Blueprint, Macoupin County will be required to reapportion its County Board districts following the 2010 U.S. Census. Prior to the census, in November 2008, Manar is proposing a non-binding advisory referendum to see if county constituents agreed with reducing the size of the County Board.

"That concept (of reducing the size of the board) should given as much weight as everything else in the proposal," Manar said. "We're going to be asking people in county government to make sacrifices. This about recognizing the fact that that we are facing difficult challenges. Those challenges should be the same for the board as for everyone else."

Manar said he also won't be surprised by opposition to his plan to shift some duties of the Macoupin County Economic Development Office to a public/private not-for-profit corporation made up of county and municipal governments. That shift, he said, will allow the Economic Development Office to focus on activities that result in "job creation."

The newly created economic development corporation would be likely to take a leadership role in representing Macoupin County's interest in the emergency Four Counties: One Vision initiative for regional economic development in Montgomery,

Macoupin, Greene and Jersey counties.

In addition, Manar is proposing the creation of a Macoupin County Tourism Commission to promote the county's tourism assets and make recommendations to the County Board on awarding annual tourism grants from the county's Hotel/Motel Tax fund.

Also in the area of economic development, Manar is proposing the transfer of \$250,000 from the county's reserve funds to its Revolving Economic Development Loan Fund to revitalize the ongoing program to help retain and expand small businesses that provide full-time employment.

The Blueprint's vision for economic development will require the County Board to give up some of its authority, Manar said, and that may not come easily.

"I think it will be an uphill battle," Manar said. "But we have to give up some of our authority in order to get the return we want from the Economic Development Office."

Manar also said the board may have difficulty with the need to cut the budget to reflect the anticipated reduction in revenue. His proposals for cutting the budget, he said, represent a starting point for discussions by the full board.

"The things I proposed are as good a way as any to start discussions," he said. "These things aren't going to be easy to do, but we can't just ignore it and expect it to go away."

Other aspects of Manar's Financial Blueprint include cross-training county employees to work fill-in for various offices during busy times. For example, work increases dramatically in the Elections Office immediately prior to an election. Work increases in the Treasurer's Office when property tax bills are being prepared and mailed.

One of the most unique aspects of the proposal is a legislative proposal calling for a redistribution of the sales tax collected on coal mined in Macoupin County. The county currently receives 1.25 percent of the 6.25 percent sales tax collected on mined coal. The remaining five percent goes to the state.

Under Manar's legislative proposal, the tax would not be increased, but the formula for distributing tax funds would be altered. The county's share would be increased to 1.75 percent, and the state's share would be reduced to 4.5 percent.

Revenue generated from the change would be earmarked for economic development activities aimed at reducing the county's dependence on the coal mining industry.

Manar said State Sen. Deanna Demuzio, and State Reps. Gary Hannig and Jim Watson could shepherd such a bill through the General Assembly. The odds of passage, he said, are fairly good, given the county's track record for making effective use of other economic development incentives provided by the state.

Manar said the county's financial problems, precipitated by recent mine closures, are "large and immediate." But he said the county is in a fairly good position to respond to the challenge in a reasoned and thoughtful way.

The expected loss of sales tax due to the mine closures is projected at about 12 percent of the county's \$7.1 million general fund budget. Since 2004, however, Manar said the board has put an end to deficit spending and insisted on a balanced annual budget. As a result, the county has amassed a cushion of \$1.5 million in surplus funds.

That surplus will provide the board with some time to consider options and enact changes to bring the budget into balance and gear up for economic development in the future.

"This is a starting point for us to make some changes," Manar said of the document.

The board may not enact all of the proposals in the Financial Blueprint, Manar said, and it may suggest other ideas that emerge from the ongoing discussions about the county's future.

"This isn't a take it or leave it thing," Manar said. "These are simply proposals that merit discussion."

-- CLOSE WINDOW --



## Cutting county board will be on the ballot in Macoupin Plan would help reduce budget

By DEBRA LANDIS  
CORRESPONDENT

*Tuesday, March 25, 2008*

CARLINVILLE — Macoupin County voters will be asked in November whether the county board should be slashed from 27 to 18 members.

The board decided unanimously this month to hold an advisory referendum. There would still be nine districts, but the representatives from each would drop from three to two.

Prompting the move, said Chairman Andrew Manar, is about \$880,000 in lost sales tax revenue over the last six months due to closure of the Monterey and Crown II coal mines. Unemployment in the county is expected to reach 10 percent in April.

“We have some big challenges ahead of us,” Manar said Monday.

The lost \$880,000 represents about 12.5 percent of the county’s \$7 million budget, Manar said.

Reducing the number of board members by a third would save more than \$21,600 annually, he said, based on their monthly stipends of \$200 plus mileage for attending committee meetings.

Debra Landis can be reached through the metro desk at 788-1519.

---

## Saving money

Among Andrew Manar’s suggestions:

\*Offer early-retirement incentives.

\*Consolidate emergency 911 and the sheriff department’s dispatch centers.

\*Diversify the local job base and consider economic development, including establishing a tourism commission and developing a revolving loan fund for small businesses.

\*Increase responsibilities of the field assessor to ensure all taxes are assessed.



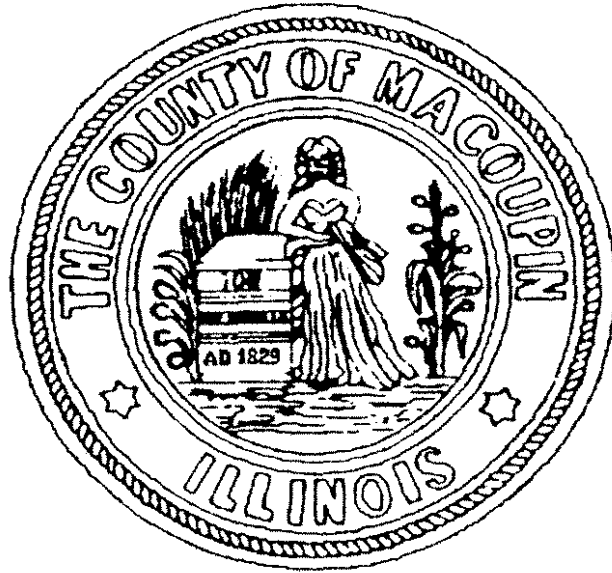
---

## On the Web

Macoupin County Board Chairman Andrew Manar's budget proposals can be viewed at [www.macoupincountyil.gov](http://www.macoupincountyil.gov).

[Print Story](#) | [Close Window](#)

---



**FINANCIAL BLUEPRINT  
FOR  
MACOUPIN COUNTY**

**FISCAL YEAR 2007-2008  
POST MINE CLOSURES**

**MACOUPIN COUNTY BOARD  
CHAIRMAN ANDREW MANAR**

Presented February 13, 2008

“Coming together is a beginning, keeping together is progress,  
working together is success,” –Henry Ford

The Blueprint can be accessed on the County’s website:  
[www.macoupincountyil.gov](http://www.macoupincountyil.gov)

## LETTER FROM CHAIRMAN MANAR

---

February 13, 2008

Dear Board Colleagues, Elected Officials, & Department Heads:

As Macoupin County faces uncertain economic times on both the local and national levels, I hope this document will begin the discussion on how County government can address that uncertainty.

Laid out in detail, the proposals contained in this Blueprint, are based on simple principals: continue fiscal responsibility by balancing the County's budget, preserve the level of services taxpayers of Macoupin County expect, and establish sound mechanisms that will provide for the diversification of our economy.

Many have recently asked how the County can better its economic development efforts—a valid question. Simply stated, my belief is that we need a new approach that shifts away from a government only model; there are limits to what government can accomplish on its own. Our current model has served its purpose and it needs to evolve to meet the demands of a competitive global economy.

Many have also asked what the County has done to prepare for mine closures—another valid question. While I cannot answer for the County Board prior to my tenure as Chairman, I can say that the current Board, led by the members of the Finance Committee, decided three years ago to get its fiscal house in order. In 2005, the perennial practice of enacting deficit budgets ended and since then not a penny of the County's reserve funds have been spent. We recognized then that County government would desperately need those reserve funds in difficult times.

Sustaining our County's fiscal health in the coming years without the sales tax revenue generated from the mines will be a challenge. Knowing this, I would suggest that we should look at the fiscal road ahead as a 'process' rather than a single occurrence—careful decisions take time. I would also advocate that the nature of the County's financial problem is large and immediate, so the process should begin as soon as possible. Just as we have successfully addressed our fiscal challenges in the past three years, this process should be a collaborative effort involving County Officials, department heads, County Board members, and labor unions representing County employees.

I expect significant opposition to portions of this document. At the same time, I believe that no single person has a monopoly on ideas. We are all in this together. Through open discussion and the sharing of ideas, we can make the difficult decisions that lead to positive outcomes.

When I ran for Chairman of the Board, I had high hopes, some would say too high, for what I believed we could accomplish. Today, those hopes aren't gone; we can still build upon on our agenda of accomplishment that began in December 2004. While changing the economic climate of our region is my highest priority, one item not on my agenda, though, is presiding over the slow death of the place where I grew up, the place I will always call home, and the place I chose, like my parents did in 1971, to stay and raise my family.

We too often think of ourselves in Macoupin County as a loose knit group of communities with nothing more in common than an overly simple rectangular shaped political fence drawn out of the prairie on an 1829 map. In the past couple of years we began the process of coming together across Macoupin County. During these uncertain times, let's show even more progress by keeping together. And in the words of Henry Ford, we will be successful in meeting the challenges of these uncertain times when we work together toward common goals.

I hope this Blueprint provides us with a good starting point.

Sincerely,



**Andrew Manar**  
**Chairman of the Board**



## TABLE OF CONTENTS

---

<b>Goal #1</b>	<b>p. 4</b>
<b>Develop a New Funding Source to Support Economic Development Activities</b>	
▪ Legislative Measure to help Diversify the Job Base and Economy	
<b>Goal #2</b>	<b>p. 4</b>
<b>Support Economic Development on a Regional Level</b>	
▪ Establish Formal Support for the Four-County Regional Organization	
<b>Goal #3</b>	<b>p. 5</b>
<b>Develop a New Strategy for Economic Development within the County</b>	
▪ Develop Public/Private Economic Development Corporation	
▪ Create the Macoupin County Tourism Commission	
▪ Establish a New \$250,000 Small Business Revolving Loan Fund	
<b>Goal #4</b>	<b>p. 6</b>
<b>Significant &amp; Immediate Steps Toward a Balanced Budget</b>	
▪ Increase Property Tax Revenue by Capturing New Construction (p. 7)	
▪ Offer a Health Insurance Benefit for Voluntary Retirement (p. 7)	
▪ Reduce Appropriations from General Fund in FY 07-08 (p. 8)	
▪ Increase Revenue through User-Based Fees (p. 8)	
▪ Bid out interest on investments to get best rate possible (p. 9)	
▪ Circuit Clerk's Office Responsible for Court's Administration (p. 9)	
▪ Reduce the Number of County Board Committees (p. 9)	
▪ Referendum to Reduce County Board from 27 to 15 members (p. 9)	
▪ Consolidate E-911 and Sheriff's Department Dispatching Centers (p. 9)	
▪ Develop a Work Sharing Agreement for Courthouse Employees (p. 10)	
▪ Designate a Benefit manager (p. 10)	
<b>Summary</b>	<b>p. 11</b>
<b>Attachment #1</b>	<b>p. 12</b>
Summary Details of Legislative Measure	
<b>Attachment #2</b>	<b>p. 13</b>
Draft Resolution Formally Supporting Regional Economic Development	
<b>Attachment #3</b>	<b>p. 14</b>
Proposed General Fund Budget Adjustments	
<b>Attachment #4</b>	<b>p. 15</b>
Letter regarding December 2008 Property Tax Levy	



**GOAL #1**

**DEVELOP A FUNDING SOURCE TO SUPPORT EC. DEVELOPMENT ACTIVITIES**

**Pass a Legislative Measure to help Macoupin County and the Region Diversify the Job Base and the Economy**

*Background:* Currently, Macoupin County receives sales tax at a rate of 1.25% on the sale of coal produced in unincorporated Macoupin County while the State of Illinois receives 5.0%, totaling 6.25%, pursuant to Public Act 86-0928.

*Proposal:* Under this legislative proposal, the Macoupin County Board will be asking State Senator Deanna Demuzio, State Representative Gary Hannig, and State Representative Jim Watson to sponsor and pass a legislative measure in the General Assembly that would allow for the County to retain a slightly greater percentage of sales tax revenue specifically on the sale of coal.

This proposal would *not* increase the sales tax on coal or any other retail sale. The bill would propose that the rate of tax the county receives on coal sales be adjusted to 1.75% and the rate the State receives be adjusted to 4.5%. Based on current coal production, this small change in State law would generate ample funds to help finance meaningful economic development activities

to create jobs and diversify the economy so that Macoupin County and the entire region becomes less dependent upon a single industry for employment and revenue to fund local government.

Acknowledging the regional nature of the economy and employment in Downstate, a portion of the revenue received will be required to be earmarked for multi-county or regional economic development efforts.

Our legislators have been strong advocates for providing Macoupin County with tools to spur the economy on a local level. The Enterprise Zone, the CDAP revolving fund and the formation of the Central Illinois Economic Development Authority (CIEDA) are results of their advocacy.

See Attachment 1 on page 11 for detailed information regarding this proposal.

Unemployment Rate ILLINOIS COUNTIES		
	2006	Nov 07
Macoupin	5.1%	6.1%
Montgomery	6.2%	7.2%
Greene	4.8%	4.9%
Jersey	4.8%	4.9%
Calhoun	6.0%	6.2%
Illinois	4.5%	4.8%
Cook	4.7%	5.0%
DuPage	3.4%	3.6%
Will	4.3%	4.5%
Kane	4.3%	4.6%
<i>Average Unemployment Rate for Counties in Illinois with active coal production:</i> 6.2%		
<i>Important Note: Above figures do not represent employment lost as a result of the closure of the Monterey mine.</i>		

← Crown II layoffs are impacting two Counties

**GOAL #2**

**SUPPORT REGIONAL ECONOMIC DEVELOPMENT**

**Establish Formal Support for the Four-County Regional Organization**

*Background:* In less than a year, the four county public/private partnership is well on its way to becoming a success. After much research, discussion and consensus building, this regional organization covering four counties, a land area twice the size of the State of Rhode Island, and nearly 120,000 people has established an interim Board of Directors, a preliminary business plan, and organizational bylaws as interest continues to grow.



Proposal: While many questions remain as to how this new organization will operate, based upon a new concept for our region, the Macoupin County Board should take a step forward and publicly acknowledge its support of the regional concept. The proposed resolution will establish a formal policy that the Macoupin County Board will provide support to the newly created public/private regional economic development organization covering Macoupin, Montgomery, Greene and Jersey Counties. The resolution will also state that the Macoupin County Board believes that the best strategy for job creation and economic development is to partner with both neighboring counties and private business.

See Attachment 2 on page 13 for the proposed language for this County Board resolution.

### GOAL #3

#### DEVELOP A NEW STRATEGY FOR EC. DEVELOPMENT WITHIN THE COUNTY

##### A New Approach Within Macoupin County

Background: The operations budget for the Economic Development Office is currently \$53,000. Over the course of several years, worthwhile “community development” initiatives have been assigned to the Economic Development Office to administer: grant writing, oversight of the Tourism Fund, Route 66, and website management.

Proposal 1: This proposal would shift economic development activities in Macoupin County away from a county government-only led effort to an effort led by a public/private non-for-profit corporation made up of county and municipal governments, private businesses, and higher education institutions—all working in concert with each other. The Macoupin County Economic Development Corporation could concentrate its efforts on a county-wide job creation and retention plan. In addition to the new collaborative effort within Macoupin County, the Corporation could act as our coordinating agency for the four-county regional economic development organization.

Macoupin County, Illinois SALES TAX REVENUE		
FY 00-01	\$2,206,909	
FY 01-02	\$2,269,485	
FY 02-03	\$2,172,681	Census Bureau designates Macoupin County in the St. Louis Metro Area - 33% of the County's workforce commutes to St. Louis Region
FY 03-04	\$2,177,949	
FY 04-05	\$2,163,202	
FY 05-06	\$1,975,721 ←	
FY 06-07	\$1,793,049	Effect of Multiple Mine Closures
FY 07-08 (estimate)	\$ 944,049 ←	

Macoupin County is fortunate to have numerous individuals from all areas of the County that are good thinkers, action oriented and ready to join together. Understanding there are limits to what government can accomplish on its own, Macoupin County's economic development efforts need to become more competitive. What better way to do this than to harness the skills of the most talented individuals across the County.

While this proposal represents a dramatic change for current practice, the County Board's Economic Development Committee can help facilitate a discussion that involves a new collaborative effort for all areas of Macoupin County.

Proposal 2: In order to maintain support for community development initiatives centered around tourism, this proposal creates the Macoupin County Tourism Commission whose members are appointed by the County Board.

Macoupin County, Illinois ENTERPRISE ZONE ACTIVITY
The Enterprise Zone, the County's most effective tool to foster economic growth is one of the most aggressive in rural Downstate Illinois and has created \$8 million in new investments and 100 new jobs across the County since 2005.



While the new county-wide Commission will determine the extent of their involvement and depth of their activities, the Commission's efforts will likely be centered around the promotion of, among other things, Route 66, the County's many unique landmarks, maintenance and distribution of the Visitor's Guide, as well as making recommendations to the County Board for annual tourism grants from Hotel/Motel Tax revenues. While county government should have a role in tourism promotion, a Commission will be able to give the effort the attention it deserves while separating this responsibility from economic development activities.

**Establish a New \$250,000 Small Business Revolving Loan Fund**

Background: The County's revolving loan fund, first established through a CDAP grant from the State of Illinois, has a current balance of approximately \$33,000. Next to the Enterprise Zone, the Revolving Fund is one of the County's most valuable tools in supporting small business retention and economic expansion in Macoupin County.

Proposal: This proposal, developed by Finance Committee Chairman David Thomas, coupled with retention visits, would devote \$250,000 in the County's reserve fund to help retain and expand small businesses that create full-time employment and/or contribute to the retention of sales tax dollars that Macoupin County consumers spend elsewhere—most often times near their place of employment outside of the County. If the "leakage" of sales tax dollars was stopped or even slightly reversed, both municipal governments and the County would benefit tremendously.

**GOAL #3**

**TAKE SIGNIFICANT AND IMMEDIATE STEPS TOWARD A BALANCE BUDGET**

Background: With the back-to-back closure of two coal mines, County government is faced with difficult decisions to balance the budget—a balanced budget that County Officials, Department Heads and County Board members have worked hard to maintain. The direct loss of sales tax revenue from coal sold from both mines is *estimated* to be approximately \$880,000 (\$280,000 from Crown II and \$600,000 from Monterey) which represents approximately 12% of the County's current \$7.1 million general fund budget. Since the Board reorganization in

Macoupin County, Illinois  
**BALANCING THE BUDGET SINCE 2005**  
**PRE-MINE CLOSURES**

Controlling Spending: Since County Board re-organization in 2004, the County's general fund budget has grown by a mere 1.7% or 0.42% per year.

Control Health Insurance Costs: The success of the employee/employer committee has reduced health insurance premiums to 2001 levels without reducing benefits saving the County hundreds of thousand of dollars.

Consolidating Office Space: Moving the Elections office and the MacEMA office from rented space to county owned space has saved tens of thousand of dollars since 2005.

Repeal of ECO: Repealing the enhanced pension plan for elected officials has saved tens of thousands of dollars since 2005.

Sheriff's Department: Under Sheriff Albrecht, adopting a bond processing fees for prisoners and reforming the inmate medical service has raised funds and reduced expenses significantly in the County's largest office.

Shifting Animal Control to Fee Based Department: By raising fees paid for by offenders and hiring an administrator to manage responsibilities, the Animal Control Dept. will be self sufficient next year saving the county \$34,000 annually. This can be attributed to Animal Control Administrator Buzie Bertagnolli and the work of the Animal Control Committee.

Workers Comp Savings: Savings realized in current fiscal year (FY 07-08) are estimated to be \$65,000.

Macoupin County, Illinois  
**MEASURING THE SALES TAX LOSSES**

Had the State of Illinois sustained the revenue loss in proportion to the loss of Macoupin County, \$3 billion in revenue would vanish from the State budget—which is roughly the size of the Illinois Departments of Agriculture, Aging, Natural Resources, Public Health, Corrections, State Police and Veterans' Affairs—combined.

December 2004 and prior to the closure of the mines, County government has made significant changes to end deficit spending (see above chart).

The three fiscal years prior to the Board reorganization were marked with deficit spending averaging nearly \$300,000 per year. Had that trend of deficit spending gone unchecked and had the Board not made the decision to change course toward fiscal responsibility, the County's reserve fund (which totals approximately \$1.3 million in investments) would be a distant memory. Since the Board reorganization in 2004, not a penny of the county's reserve fund has been spent. These reserves were created over time not to satisfy unnecessary and unbudgeted spending but to provide much needed support during times such those we are facing today.

**Proposal: Increase Revenue by Continuing to Capture New Construction through the Work of Field Assessor/Plat Officer**

In December of 2006, the County Board approved the hiring of a Field Assessor, upon the recommendation of the Countywide Task Force on Assessments, to capture new construction on the tax rolls in townships where there is no township assessor or in townships where assessing isn't taking place. This proposal would increase the responsibilities of the Field Assessor to include the coordination of the subdivision approval process, oversight of the Subdivision Ordinance, enforcement of building permits, contract with townships to assess property, work with and develop the GIS system, and coordinate the formation of multi-township assessing districts where possible. Much of this work has already been accomplished by an Ad-Hoc Committee of Board members. The Macoupin County Board recognized the need to make sure property assessments are as accurate as possible when the Field Assessor position was created in 2005. Most importantly, the County Board recognized that many townships in Macoupin County were not performing assessments on new construction. That trend is starting to be reversed. Costs associated with this could be paid for by increasing the GIS fee.

Macoupin County, Illinois GENERAL FUND BUDGET HISTORY		
	<u>GF Expenditures</u>	<u>Deficit /Surplus</u>
FY 01-02	\$6,354,652	-\$200,832
FY 02-03	\$6,591,368	-\$478,656
FY 03-04	\$6,846,064	-\$214,000
FY 04-05	\$7,009,593	+\$56,828
FY 05-06	\$6,972,900	+\$149,815
FY 06-07	\$7,096,649	+\$614,308
FY 07-08	\$7,177,233	TBD

Closure of Crown II and Monterey Mine      Board Reorganization Following 2004 Election

Source: Annual Macoupin County audit performed by Scheffel & Co. CPA

**Proposal: Offer a Health Insurance Benefit for Voluntary Retirement**

Previously discussed by the Finance Committee when exploring options to balance the budget following the closure of the Crown II mine, this proposal would offer an incentive for the voluntary retirement of County employees. The program would be open to all employees that have reached a certain age (to be determined) and are vested in the Illinois Municipal Retirement Fund (IMRF). While many details would have to be determined, the proposal would allow for the County to pay for a portion of health insurance costs for a certain period of time to employees who retire.

Budgetary savings would be achieved by not filling vacancies created by those employees who take advantage of the option. This is not the IMRF "Early Retirement Benefit" allowed for under State statute. This is a creative way to reduce payroll expense while adding



fiscal benefits including a reduction in salary related benefits associated with payroll such as social security, worker's comp insurance, and IMRF.

Under one possible scenario, an employee could voluntarily retire and the County would continue to pay for that employee's health insurance costs fully in the first year, 80% in the second, 60% in the third, 40% in the fourth, and 20% in the fifth.

**Proposal: Reduce Appropriations from General Fund to finish FY 07-08**

See Attachment 3 on page 14 for a complete listing of proposed budget adjustments associated with the blueprint. The following are an itemized list of reductions.

Macoupin County, Illinois		
<b>Proposed Budget Reductions for the Remainder of FY 07-08</b>		
Proposed Redction	Proposed Redction	Explanation
Animal Control Department	(\$20,000)	Reduction will make the Animal Control Department 'self-sufficient' one year ahead of schedule. Animal Control will no longer rely on General Funds for operations.
Probation Department	(\$50,000)	Since FY 00-01, the balance of the Probation Fees Fund has grown from \$112,543 to \$182,433. For the remainder of this current fiscal year, expenses will be shifted to the Special Fund rather than drawing from the General Fund.
Circuit Court	(\$15,000)	Accounts for a reduction for the value of the salary of the retiring employee. Annualized amount will increase to \$34,000 next fiscal year.
Health Insurance	(\$100,000)	This reduction can be made due to a reduction in headcount due to retirements as well as to account for a reduction this current year in health insurance premiums to Blue Cross and workers comp premiums. The savings here are not derived from a reduction of benefits.
2% Reduction	(\$41,562)	2% reduction to the following appropriated line items: Cemetery, Copy Room, Coroner, County Clerk, Economic Development, Elections, MacEMA, Public Defender, States' Attorney, Supt. of Schools, Tax Assessments & Collection, Treasurer.
<b>Total Reductions:</b>	<b>(\$226,562)</b>	

**Proposal: Increase Revenue through User-Based Fees**

- Increase Recording Fee for GIS
    - Fund: GIS Fund
    - Use: Offset General Fund Salary of Field Assessor/Plat Officer
    - Revenue Estimate: (not available from the County Clerk)
  - Increase Building Permit Fee from flat \$100 to \$0.08 per square foot or \$100, whichever is greater
    - Fund: General Fund
    - Use: Plat Officer Expenses
    - Revenue Estimate: \$3,000 - \$5,000 (est.)
- Note: Upon the direction of the Planning & Subdivision Committee, the Field Assessor is currently gathering information from other counties. This proposal is consistent with the recommendations of the Countywide Task Force on Assessments released in April 2006.*
- Increase Animal Control Fees by \$2.50 per rabies tag
    - Fund: Animal Control Special Fund



- Use: Make Animal Control Department self sufficient (no longer being funded by the General Fund)
- Revenue Estimate: \$20,000

**Proposal: Review County's Investment Policy / Increase Interest Income**

Under this proposal, the County Board would work with the County Treasurer to develop an investment policy that maximizes interest income on County Funds by using a competitive bid method to determine where county funds should be held and invested.

**Proposal: Circuit Clerk's Office Responsible for Court's Administrative & Clerical Duties**

Retirements have left the Circuit Court without employees whose previous duties included, among others, docket entry and maintenance of the law library. Circuit Clerk Mike Mathis, Presiding Circuit Judge Ken Deihl and the Judicial Services Committee of the County Board have worked together to have these duties administered by the Circuit Clerk's Office. The savings from this proposal brought to the Judicial Services Committee by Circuit Clerk Mathis are estimated at \$40,000 annually.

Macoupin County, Illinois <b>MEASURING THE JOB LOSS</b>
Had Cook County sustained job loss in proportion to the losses that Macoupin County has experienced in the past five months, the number of jobs lost in Cook County would be approximately 65,000.

**Proposal: Reduce the Number of County Board Committees**

Since the re-organization of the Board following the 2004 election, the Board's budget has decreased from \$150,000 in FY 04-05 to \$148,000 in the current FY 07-08. In that same period, the number of Standing Committees of the County Board has decreased from 18 to 13. This proposal would set up a temporary Ad-Hoc Committee of County Board members to develop recommendations to be considered by the full Board on how savings can be achieved by first reducing the number of committees and second, restructuring the duties and responsibilities of each committee. This will have an immediate impact on the budget by reducing expenses in the County Board's appropriation.

*Note: The above proposal will require a change to the Board Rules. Changes to the governing rules of the Macoupin County Board require the support of 2/3rds of the members.*

**Proposal: Advisory Referendum to Reduce the Size of the County Board to 15 Members**

Illinois Statute requires reapportionment of county board districts upon the completion of the decennial census to ensure that districts are substantially equal in population. At the time of reapportionment, county boards may decide to change the number of representatives serving on the Board. This proposal, consistent with Illinois Statute, would place on the November 2008 General Election Ballot (through passage of a Resolution) an advisory question that would reduce the County Board from 27 members to 15 members for the general election in 2012 following the next decennial census.

*55 IL Compiled Statutes 5/2-3002*

*(a) Reapportionment required. By July 1, 1971, and each 10 years thereafter, the county board of each county having a population of less than 3,000,000 inhabitants and the township form of government shall reapportion its county so that each member of the county board represents the same number of inhabitants. In reapportioning its county, the county board shall first determine the size of the county board to be elected, which may consist of not*



*less than 5 nor more than 29 members and may not exceed the size of the county board in that county on October 2, 1969. The county board shall also determine whether board members shall be elected at large from the county or by county board districts.*

**Proposal: Consolidate E-911 and Sheriff's Department Dispatching Centers**

This proposal would merge the dispatch duties currently being performed at the County's 911 dispatch center and the dispatch center for Macoupin County Sheriff's Department. The Emergency Telephone System Board has worked diligently to bring fiscal accountability to the County's 911 system. Sheriff Albrecht has implemented policies in the Sheriff's Department that have been financially beneficial to County taxpayers. Facilitating a discussion between Sheriff Don Albrecht, E-911 Administrator Aaron Bishop and the County Board would start this effort. While budgetary savings would not be immediate, both the 911 system funded by a surcharge on telephone lines and the County budget would benefit should this proposal be implemented.

**Proposal: Develop a Work Sharing Agreement for Courthouse Employees**

This proposal, in conjunction with elected officials and AFSCME Local 3176, would develop a work sharing agreement among the offices in the County Courthouse, recognizing the cyclical nature of some of the work responsibilities in various county offices. For example, work in the Elections Office increases dramatically leading up to Election Day. Work in the County Treasurers Office increases dramatically leading up to the time property tax bills are mailed to County residents. Some County employees may want to receive training to help the new Economic Development Corporation perform business retention visits during down time. In addition, this proposal could help eliminate the need for part time help, thus saving money.

**Proposal: Designate a Benefits Manager**

As Insurance/Pension Costs are increasingly becoming a larger part of the County's budget, it is important that these costs are contained. The best way to ensure the costs are contained is to monitor them on a monthly basis. The proposal does not fund a new position, rather it utilizes resources currently budgeted for personnel in the County Clerk's office. There will be no cost associated with this proposal; the long term budgetary impact will be positive as the County will be able to achieve further savings through closer oversight. Should the proposal be approved, the benefits manager will be required to give a monthly written and verbal report to the County Board. Among the items the Board could consider for the job description are:

IMRF: monitoring monthly IMRF contributions, calculating the necessary property tax levy to fund IMRF annual payments.

Health/Dental Insurance: Verify the accuracy of billed premiums through Blue Cross/Blue Shield, manage the Health Insurance Special Fund, administer co-pay reimbursements to employees, oversee the contract w/ Benefit Planning Consultants, coordinate outreach activities with the county's insurance agent, staff and advise the Special Committee on Health Insurance, oversee the bidding process for choosing insurance providers, administer payments between the Highway Department, Public Health Department and the County for pooling of resources in the Health Reimbursement Account (HRA) and promote the Flexible Spending Account (FSA) for employees.

Manage Special Funds: monitor revenues and expenditures from the Health Insurance Special Fund, the Social Security Fund, and the Illinois Municipal Retirement Fund.



Life Insurance: manage all aspects of the County's life insurance fund and research and explore the possibility of the County self-insuring its policy for employees.

A private company with 150+ employees and a \$7 million budget would have a full time position devoted to managing employee benefits and monitoring their costs; Macoupin County government should as well.

## **BLUEPRINT SUMMARY**

---

I hope the proposals contained in this Blueprint present county government with a good starting point on how we can balance our budget by both reducing expenditures, modestly raising new revenues, and find more efficient ways of serving the public.

I also hope that the proposals contained in the Blueprint present all of Macoupin County with a starting point to discuss how we cultivate economic development through countywide and regional collaborative efforts.



## **ATTACHMENT 1**

### **SUMMARY OF LEGISLATIVE MEASURE TO HELP MACOUPIN COUNTY AND THE REGION DIVERSIFY THE JOB BASE AND ECONOMY**

#### **Current Law: Sales Tax Collection/Distribution on the Sale of Coal**

1. Currently, sales tax is paid on all coal sales within Illinois—most often the rate is the standard 6.25%. Though not in Macoupin County, in certain circumstances, local and home rule governments have increased that rate of sales tax. A sales tax exemption exists for coal mined in Illinois that is sold out-of-state. In addition, coal manufactured in Illinois that does not enter the market does not pay sales tax. Assuming the standard 6.25% sales tax rate in non-home units of local government (most often county governments), 5.0% is paid to the State and 1.25% is paid to the applicable jurisdictional local government.

#### **Proposed Bill: Sales Tax Collection/Distribution on the Sale of Coal**

1. Preserve (do NOT increase) the current sales tax rate paid on coal sales within Illinois. Change the distribution method so that the State share of the sales taxes paid is lowered by 0.5% to 4.5% and the local share is raised by 0.5% to 1.75%.

2. Stipulate in the legislation that funds must only be used for “economic development” to diversify the local economy.

3. Underscoring the regional nature of employment in the Downstate economy, particularly with employment at mining operations, one very important stipulation that should be included in the bill is that a portion of the revenues distributed under the bill must be used for multiple county regional economic development efforts.

#### **Important Points for Consideration**

1. Macoupin County has shown that it uses its economic development “tools” established in State law very effectively: Enterprise Zone, CDAP Revolving Loan Fund, and Federal formulary Road/Bridge Funds. This bill will allow for the creation of an additional “tool” in areas of the State that need it the most.

2. Unemployment rates in Downstate Illinois counties with active coal mines in November 2007 was 6.3%, which is 130% of the Statewide unemployment rate of 4.8%.

#### **Draft language for uses shall be limited to the following:**

- a. Operational support for multiple county regional development partnerships
- b. Business development, business site selection and development, public infrastructure development, tourism, regional efforts, technical support, professional services
- c. Technical assistance on business development and financing issues relating to assisting small business in retaining current levels of employment and expanding levels of employment
- d. Incentive packages to attract out of state businesses to re-locate in Illinois
- e. All costs associated with the development of business parks
- f. Infrastructure expansion related directly to the creation or retention of jobs
- g. Workforce development, workforce training and re-training
- h. Alternate energy, bio-fuels, ethanol research, development, delivery
- i. Reclamation activities, sight redevelopment activities of mining operations that have shut down
- j. Development of new mining operations



**ATTACHMENT 2**

**RESOLUTION FOR FOUR COUNTY PUBLIC/PRIVATE PARTNERSHIP**

Resolution No. \_\_\_\_\_

**Resolution Support for the Four County Public/Private Regional Economic Development Organization**

WHEREAS, the Macoupin County Board seeks to further economic development efforts within the borders of Macoupin County; and

WHEREAS, the Macoupin County Board understands that the successful efforts to expand the economy of Macoupin County has a positive impact on its neighboring counties; and

WHEREAS, the Macoupin County Board also understands that the successful efforts of neighboring counties to expand their economies has a positive impact on Macoupin County; and

WHEREAS, the Macoupin County Board seeks to find creative and collaborative ways to compete for jobs in both the Statewide and global economy; and

WHEREAS, the Macoupin County Board recognizes that while it has been successful in recent years using the tools available to create economic growth within the County, a single county, government based economic development program has limitations on what can be accomplished; and

WHEREAS, regional public/private partnership models for economic development have shown to be successful in Downstate Illinois; and

WHEREAS, the most recent success story for a regional public/private partnership is Coles Together, an organization that was instrumental in the effort to secure the FutureGen project near Mattoon, Illinois; therefore

BE IT RESOLVED, that it is the stated policy of the Macoupin County Board to support the formation of a multi-county, public/private economic development organization whose activities center around job retention and creation.

SIGNED this x<sup>th</sup> day of xxxxxxxxx, 2008.

\_\_\_\_\_  
Michele A. Zippay  
Macoupin County Clerk

\_\_\_\_\_  
Andrew Manar  
Chairman of the Board



# ATTACHMENT 3

## PROPOSED ADJUSTMENTS TO GENERAL FUND BUDGET

FY 2007-2008 General Fund Budget						
	1	2	4	5	6	7
	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007	FY 2007-2008		
BUDGETED EXPENDITURES	Final	Final	Final w/ Supp.	Adopted	Revised	Change
1 Animal Control	32,000	34,000	29,000	29,000	9,000	(20,000)
2 Appellate Asst. Service	15,000	17,000	19,000	15,000	15,000	-
3 Audit	22,030	23,180	22,033	22,033	22,033	-
4 Building Maintenance	65,208	25,675	28,000	28,000	28,000	-
5 Care of Cemetery	1,200	1,200	3,800	3,800	3,724	(76)
6 Circuit Clerk	468,965	468,965	485,000	485,000	485,000	-
7 Circuit Court	158,298	162,000	204,326	83,792	68,792	(15,000)
8 Copy Room	43,108	42,600	13,000	12,000	11,760	(240)
9 Coroner	71,000	81,000	94,500	81,000	79,380	(1,620)
10 County Board	150,000	145,600	148,000	148,000	145,040	(2,960)
11 County Board Benefits Manager	0	0	0	-	17,000	17,000
12 County Clerk/Recorder	350,000	350,000	337,600	337,600	313,848	(23,752)
14 Courthouse	65,500	76,500	123,000	123,000	123,000	-
15 Drug Task Force	54,135	54,135	56,141	56,141	56,141	-
16 Economic Development	44,355	52,000	50,000	53,000	51,940	(1,060)
17 Elections	293,200	285,355	274,700	270,700	265,286	(5,414)
18 Insurance	810,000	746,000	801,647	750,000	650,000	(100,000)
19 Jury Commission	5,788	5,788	5,200	5,200	5,200	-
20 MacEMA	121,749	55,200	55,250	54,000	52,920	(1,080)
21 Probation	312,822	318,800	324,000	324,000	274,000	(50,000)
22 Public Defender	140,000	132,800	136,500	136,500	133,770	(2,730)
23 Real Estate Tax Stamps	0	0	0	160,000	160,000	-
24 Sheriff's Department	2,824,744	2,918,000	2,968,000	2,968,000	2,968,000	-
25 Solid Waste Management	5,000	0	10,000	0	-	-
26 States Attorney	397,600	425,600	436,500	430,000	421,400	(8,600)
27 Sup. of Assessments	170,541	170,541	214,000	214,000	209,720	(4,280)
28 Supt of Schools	100,650	90,000	91,500	91,500	89,670	(1,830)
29 Tax Assmnt & Collect	75,000	75,000	50,000	60,000	58,800	(1,200)
30 Treasurer	197,475	206,225	186,800	186,000	182,280	(3,720)
31 West Central Planning	10,000	9,536	9,536	0	-	-
<b>Total Budget:</b>	<b>7,009,593</b>	<b>6,972,900</b>	<b>7,177,233</b>	<b>7,127,266</b>	<b>6,900,704</b>	<b>(226,562)</b>



ATTACHMENT 4

LETTER REGARDING 2008 PROPERTY TAX LEVY



ANDREW MANAR  
CHAIRMAN

JULIA WATSON  
VICE CHAIRPERSON

MICHELE A. ZIPPAY  
CLERK

BOARD MEMBERS

District 1  
MORRIE FRASER  
LARRY LUX  
ROBERT VOJAS

District 2  
ANDREW MANAR  
OLIVER SCHWALLENSTECKER  
FRANCIS WIESEMAN

District 3  
FRANK S. LONG  
PAUL QUIRK  
JULIA H. WATSON

District 4  
MARK DRAGOVICH  
DAVID THOMAS  
MICHAEL ALLAN ZIPPAY

District 5  
KE NOVAK  
RUTH ANN POMATTO  
HM ZIRKELBACH

District 6  
JUDY BACON  
WILLIAM A. HARTING  
ROBERT K. QUARTON

District 7  
BERNIE KHEL  
GLENN NICHOLSON  
VERA PRAIT

District 8  
DARRELL BELLM  
FRANCES GOODMAN  
TONY WIGGINS

District 9  
RAYMOND COATNEY  
LYNDAL HERSCHELMAN  
CHRISTOPHER YOWELL

MACOUPIN COUNTY BOARD

215 SOUTH EAST STREET • P.O. BOX 535 • CARLINVILLE, IL 62626 • TELEPHONE 217/854/3341  
FAX 217/854/6015

MEMORANDUM

January 22, 2008

To: Tom Reinhart, County Engineer  
Kent Tarro, MCPHD Administrator  
Doug Kilburg, Mental Health  
Frank J. Schwab, Executive Director IVEDC  
Macoupin Center for the Developmentally Disabled

From: Andrew Manar, Chairman of the Board  
David Thomas, Chairman of the Finance Committee

cc: Members of the Macoupin County Board

Re: Macoupin County Tax Levy

The Finance Committee of the Macoupin County Board is beginning the process of crafting a general fund budget reflective of the loss of approximately \$900,000 in sales tax revenue due to the closure of the Crown II and Monterey mines.

We are exploring all options, including possible changes to allocations contained within the County's property tax levy.

While it would be premature at this time to assume that significant changes will be made to next year's levy, we will make certain that you are kept informed of upcoming Finance Committee meetings that will involve discussions of the property tax levy.

If you should have any questions, please contact one of us.

Printed on recycled paper

MACOUPIN COUNTY BOARD  
MACOUPIN COUNTY BOARD

