CARROLL COUNTY, ILLINOIS

2026 OPERATIONAL PLAN - INTERIM REPORT

PERFORMANCE METRICS | COVER SUMMARY

RATING KEY — ON TARGET 10 POINTS — ACCEPTABLE 7 POINTS — OFF TARGET 0 POINTS

STRATEGIC GOALS	BUSINESS OBJECTIVES	MAX. POINTS	ACTUAL POINTS	RATE (%)
1. Economic Development	1.1 1.2 1.3	30	14	46.6%
2. Diversify Revenue	2.1 2.2 2.3 2.4	40	21	52.5%
3. Land Use Planning and Ordinance Updates	3.1 3.2 3.3 3.4 3.5	50	44	88%
4. Youth Engagement and Retention	4.1 4.2	20	14	70%
5. Public Safety and Emergency Services	5.1 5.2 5.3 5.4 5.5 5.6 5.7 5.8 5.9	90	67	74.4%
6. Highway Infrastructure and Maintenance	6.1 6.2 6.3 6.4 6.5 6.6 6.7	70	55	78.6%
7. Technology Modernization and Security	7.1 7.2 7.3 7.4 7.5	50	34	68%
8. Capital Improvement Plan	8.1 8.2	20	14	70%
9. Courthouse and Inmate Housing	9.1 9.2	20	14	70%
10. Public Transit	10.1 10.2 10.3 10.4	40	34	85%
TOTAL	**43 OBJECTIVES**	**430**	**311**	**72.3%**

2026 OPERATIONAL PLAN

Strategic Goal	Business Objectives	Responsibility	Target Date	Status	Rating
1. Economic Development	**1.1** Create an economic plan that expands access to information on available economic incentive zones throughout the county.	Administrator	11/30/2026	Compiling data and performing SWOT analysis to determine a targeted focus of strategic priorities and operations, and diversification of industry segments, to align County assets with strategic growth opportunities over a 5-year horizon.	
	1.2. Engage with NWILED and create a Statement of Work (SOW) to support new and existing business growth and strengthen and diversify the county's economy.	Administrator GIS Director	06/30/2026	Statement of Work (SOW) concept with NWILED did not mutually align. County to take lead to support new and existing business growth in coordination with the development of the economic plan with assistance from county partners.	
	1.3 Elevate the visibility of county as an attractive tourism destination by promoting innovate programs and partnerships aimed at enhancing the visitor economy.	Administrator Zoning Director	06/30/2026	Initiated discussions with VNWIL to potentially partner as they currently assist with Hotel/Motel Board's tourism pages and programs.	

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2. Diversify Revenue Sources	**2.1** Generate $200,000 in new revenue.	Administrator GIS Director Zoning Director	11/30/2026	Generated $50,000 in September 2026 from the Law Enforcement Services Agreement between Carroll County and the Village of Shannon.	
	2.2 Update County Investment Policy to maximize investment returns.	Treasurer	06/30/2026	Solicited guidance and feedback from various counties. Collaborated with institutional banking partners to determine overall financial strategies and optimize investment opportunities. An initial investment governance document has been drafted with a final version planned by year end.	
	2.3 Develop and implement a revenue strategy plan that aligns with the economic development plan of action.	Administrator GIS Director Zoning Director	07/31/2026	Developing a revenue strategy plan in concert with the creation of the County's economic plan (business objective 1.1).	
	2.4 Complete a countywide fee and pricing structure assessment, including comparison to peer counties, to ensure consistency, cost recovery, competitiveness, and alignment with current service delivery.	Administrator GIS Director Zoning Director	06/30/2026	Completed fee and pricing assessment in Zoning Department using comparisons from surrounding counties and implemented new fee schedule July 23. Discussing with department heads current and potential new fee raises.	

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3. Land Use Planning and Ordinance Updates	**3.1** Design Employee Handbook.	Administrator Treasurer	06/30/2026	Framework and key elements of the employee handbook have been completed. Internal review is being conducted. CIRMA's Human Resources Consultant will perform an external review to ensure accuracy and completeness before presenting final product to the County Board. The employee handbook is intended to replace Carroll County Ordinance Chapter 60-Personnel Code.	
	3.2 Develop a 2027-ready comprehensive land-use project plan that includes identifying a list of qualified vendors, and establishing an estimate of cost for budget.	Zoning Director	09/30/2026	Solicited for Request for Proposals (RFP) to four companies in the area. Received two RFPs back and established an estimated cost in the budget. Will continue discussion for selection of vendor to begin project in the 2027 fiscal year.	
	3.3 Perform internal review, and determine responsibility, for all county ordinances. Provide time-line for necessary ordinance updates and maintenance on a 3-year rolling schedule.	Zoning Director Dept. Heads	09/30/2026	Department heads were directed to review their assigned ordinances and initiate necessary revisions. Following the initial review, it was determined that a three-year rotating review cycle would be established upon completion of the ordinance amendments and codification process.	
	3.4 Initiate 2027 County Ordinance codification pre-planning with budget estimates.	GIS Director	09/30/2026	Planning for the 2027 Carroll County Ordinance Codification project is underway. RFP was issued on July 25 and closed on September 21, with two proposals received. Estimated initial costs of $16,000**,** and $3,500 annual maintenance cost.	
	3.5 Obtain updated digital imagery from "aerial flyover" of county for use in GIS and online viewer.	GIS Director	09/30/2026	The project was completed under budget, with a total County cost of $21,648.	

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4. Youth Engagement and Retention	**4.1** Partner with NWILED and related stakeholders to expand business development training into a summer program for young entrepreneurs, supporting workforce development and local business growth.	Administrator GIS Director Zoning Director	06/30/2026	Collaboration with NWILED and Illinois Extension occurred to formulate long-term business strategy of youth related business development and initiatives.	
	4.2 Coordinate with county and community partners to promote awareness of public service and vocational careers, strengthening workforce development and recruitment pipelines.	Administrator GIS Director Zoning Director	11/30/2026	Planned partnership with Illinois Extension to assist the County to promote awareness and public outreach of related career pathways for young adults, emerging workforce, and recruitment.	

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5. Public Safety, Health, and Emergency Services	**5.1** Perform feasibility study with Whiteside County to implement a dental program.	Health Dept.	09/30/2026	Continued dialogue with Whiteside County Health Department relating to the implementation of a dental program.	
	5.2 Determine feasibility and options of switching courthouse internet provider.	911 Director Administrator GIS Director	09/30/2026	Vendors and Illinois Century Network (ICN) contacted to evaluate service options and implementation requirements. ICN's limited bandwidth is unlikely to improve, but connections for the County Clerk and Sheriff's LEADS/NCIC access must remain. Other departments can transition to a new provider with IT contractor assistance.	
	5.3 Implement a Text-to-911 service for Carroll County 911 and dispatch to expand emergency access for residents, including individuals who are deaf, hard of hearing, or unable to safely place a voice call.	911 Director	06/30/2026	Completed as of April 24. Public Awareness established via newspaper postings, social media, local radio station broadcast and a notification graphic on the county website with a link to an FAQ page.	
	5.4 Implement a Sheriff's Office public notification mobile app to provide subscribed residents with timely alerts on county activity, emergencies, and public safety information.	Sheriff	06/30/2026	New app implemented. Provides automatic and push notifications to the public and also provides a large number of resources.	
	5.5 Pursue and administer applicable grant funding to support targeted enforcement initiatives and conduct 2 enforcement/control events.	Sheriff	11/30/2026	Received an IDOT traffic enforcement grant. Participated in 3 different campaigns to date and have more scheduled.	

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Continued **5.** Public Safety, Health, and Emergency Services	**5.6** Conduct 3 employee tabletop scenario trainings, including an active shooter exercise, to strengthen preparedness, coordination, and emergency response procedures.	Sheriff EMA Director	11/30/2026	Participated in three different tabletop exercises. Two included active shooter scenarios, and the other was related to a bus crash.	
	5.7 Establish a county work release program that enables qualified incarcerated individuals to remain employed, support family stability, and offset incarceration costs through participant contributions.	Probation Sheriff State's Atty.	03/31/2026	Completed the process to reinstate the work release program. Individuals have been sentenced to terms of work release over the past few months. They have completed their terms successfully resulting in them maintaining their employment and contributing towards the cost of their incarceration.	
	5.8 Coordinate with local service providers and the Administrative Office of the Illinois Courts to identify and implement additional evidence-based practices for individuals placed on community supervision that have been proven successful in rural counties.	Probation	11/30/2026	Sinnissippi Centers expanded domestic violence intervention programs and streamlined referrals. Juvenile Diversion Program has also been implemented through Probation, with support from the State's Attorney's Office. Both initiatives are operating successfully, with continued opportunities for program development and improvement.	
	5.9 Begin updating County Hazard Mitigation Plan (to be finalized in 2027) to ensure compliance with FEMA federal requirements and maintain eligibility for hazard mitigation funding.	EMA Director	11/30/2026	Awaiting State of Illinois grant approval to fund the mitigation plan process.	

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6. Highway Infrastructure and Maintenance	**6.1** Finalize and present for acceptance, a 5-year Highway and Transportation Infrastructure Plan to establish long-term project priorities, funding needs, and implementation timelines.	Engineer	04/30/2026	Completed.	
	6.2 Replace the Highway Maintenance Building roof.	Engineer	09/30/2026	Contracted with vendor, work to begin in October.	
	6.3 Expand culvert tracking and documentation in the Highway asset management database software from 12% to 50% while evaluating culvert conditions to identify and address high-risk structures. Select a pilot group of culverts to test a new cured-in-place resin repair method that reduces labor, cost, and time compared to standard culvert replacement.	Engineer	11/30/2026	Bid letting for culvert lining on October 5. Construction end date December 18. Documented culverts increased to 24% on September 17. Transitioning crews to culvert data collection.	
	6.4 Increase PAZER County Road ratings by 7% across all county roadways and improve all roads to a PHASER rating of 6 or higher by year end.	Engineer	11/30/2026	Ongoing with completion anticipated by the end of November.	
	6.5 Secure highway program grant funding through federal and state grant programs to increase total highway grant awards from $800,000 (in 2025) to $1,000,000.	Engineer	11/30/2026	Applied for BUILD grant, did not receive. Applied for BIP grant, still waiting for results. Waiting for IDOT to release new grant opportunities.	

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Continued **6.** Highway Infrastructure and Maintenance	**6.6** Coordinate and deliver 2 Safe Streets for All grant projects during 2026, focusing on traffic safety improvements such as upgraded signage and related roadway safety measures.	Engineer	11/30/2026	Ideal Road “No Passing Zone" extended past Hartman Rd. Vinegar Hill “Side Road Ahead” sign added to IL 78.	
	6.7 Provide 5 training course offerings for Highway Department Employees (4 in 2025).	Engineer	11/30/2026	Completed three trainings: Flagger, OSHA and Oversize.	

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7. Technology Modernization and Security	**7.1** Implement upgraded website tools and redesign the county website to improve usability, accessibility, and service delivery.	GIS Director	06/30/2026	The redesigned website is completed with upgraded website tools and enhanced functionality.	
	7.2 Obtain cyber-crime insurance policy and provide employee security trainings that emphasize employee best practices and helps protect county IT infrastructure.	Administrator 911 Director GIS Director	09/30/2026	Secured $1,000,000 cyber liability insurance policy with Underwriters at Lloyds London Insurance Company (CFC) effective June 1.	
	7.3 Conduct a comprehensive IT infrastructure assessment to evaluate current capabilities, identify needs, and determine the feasibility of upgrading systems or transitioning to a new IT service provider.	Administrator 911 Director GIS Director	11/30/2026	Performing comprehensive information technology assessment in conjunction with development of the Capital Improvement Plan. Determined that IT investment is necessary to properly upgrade from current state. Upgraded technology demands and functionality requirements with IT provider to address current short-term needs.	
	7.4 Evaluate and select a State's Attorney case management software solution to streamline case tracking, workflow efficiency, records management, and reporting.	State's Atty.	09/30/2026	Evaluating case management systems through discussions with other counties, including cost estimates and transition requirements. Further evaluation and implementation planning will continue in FY 2027.	
	7.5 Identify and assess board meeting database and agenda/packet software solutions to modernize meeting materials, strengthen transparency, and improve citizen usability and engagement.	County Clerk	08/30/2026	Contract and communication delays postponed the project. Kickoff is scheduled for October 13, with completion anticipated by December 2026.	

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8. Capital Improvement Plan	**8.1** Develop a 5-year Capital Improvement Plan (CIP).	Administrator Engineer Sheriff	09/30/2026	Capital Improvement Plan is contingent on determining the broader scope of the Courthouse soffit and facia project and obtaining related project costs to establish multi-year timeline and roadmap.	
	8.2 Launch the CIP utilizing the county budget software (ClearGov) to improve long-term project planning, prioritization, and financial forecasting.	Administrator Treasurer	09/30/2026	Launch of the Capital Improvement Plan will transpire when finalized plan is completed.	

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9. Courthouse and Inmate Housing	**9.1** Select contractor to complete courthouse soffit and fascia repairs to improve exterior condition, weather resistance, and long-term facility preservation.	Sheriff	09/30/2026	Contractor selected. Waiting on final contract related to changes in scope. Project planned to begin in spring 2027.	
	9.2 Plan and complete the modernization of a second cell block in the courthouse jail to enhance inmate housing, staff safety, and operational efficiency.	Sheriff	11/30/2026	Contractor asked to provide an estimate for phase 2 of work.	

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10. Public Transit	**10.1** Complete a feasibility assessment and provide a recommendation for moving forward with IDOT grant funding to construct a transit vehicle garage, including site evaluation, cost, and funding.	PCOM	07/31/2026	Garage funding opportunities are being pursued, with applications due October 30. Additional funding for the garage and land acquisition was discussed at the September meeting.	
	10.2 Conduct an evaluation of migrating the County Transit Program into a regional mass transit program, including long-term service sustainability, cost/benefit analysis, risk reduction opportunities, and potential barriers of joining the Reagan Regional partnership with neighboring counties.	Administrator PCOM	09/30/2026	Conducting a comprehensive review of Carroll County's transit program, including service alternatives, operational and financial comparisons, regulatory compliance, liability, and strategic recommendations.	
	10.3 Develop and implement a transit outreach and communications plan to increase program visibility, strengthen marketing and fundraising efforts, and improve service awareness for constituents.	PCOM	06/30/2026	Marketing plan completed.	
	10.4 Perform an internal operational review to identify efficiencies and cost savings, and provide the County Board with monthly reports highlighting transit productivity and return on investment of received funds.	PCOM	06/30/2026	Monthly reports are provided to the County Board evaluating transit productivity and return on investment of program funding.	