ORGANIZATIONAL ADVANCEMENT AND SERVICES

GOAL 1
Promote McHenry County Government as a good place to work

OBJECTIVE A Attract and retain high quality staff/workforce	
Tasks	**Accomplishments**
1) Work to create an employer of choice/workforce and staffing philosophy that attracts and retains a cross-section of talented individuals in multiple disciplines and levels of the organization; explore alternative work arrangements	✓ Human Resources honored employees that have worked for the County for 15 years or more with a luncheon for Public Service Recognition Week. All employees were honored with a commemorative pen and certificate of appreciation. The Human Resources Wellness Program also provided each department with fresh apples to reward employees for their public service and to encourage healthy eating habits. ✓ The Human Resources Wellness Program is supporting the County's Zagster bike rack to promote healthy activities for employees. ✓ Human Resources has given supervisor webinar trainings on onboarding, a process that acclimates employees to working for the County. ✓ Human Resources gave a supervisor webinar training in April of 2019 on behavioral based interviewing and stay interviews as opposed to exit interviews to make sure the County recruits and retains highly qualified candidates. ✓ Human Resources coordinated with the Nursing Division/Community Health Program to provide follow up diabetes screenings in connection with the County's PUSH program for participants whose initial glucose tests were out-of-range, demonstrating the County's concern for the well-being of its employees. ✓ Valley Hi Administration conducted a wage survey in response to increased turnover. The results of this survey will be discussed in a final report to be delivered to the Public Health and Community Services Committee. ✓ The County Board approved a resolution at its October, 2018 meeting to maintain employee health and dental premiums at their current rate and to increase the County's Health Savings Account incentive contribution for employees enrolled in the High Deductible PPO plan. The recent switch to the Illinois Public Benefits Cooperative (IPBC) has resulted in an overall costs savings for health care, which enables the flat rate and HSA increase.

	✓ The County Board approved the guidelines for the FY 2018-2019 pay-for-performance adjustments.
	✓ The County Board passed the Resolution Authorizing Approval of a Salary Administration Policy to encourage recruitment and equity in hiring processes.
	✓ Human Resources conducted a supervisor training on the topic of "Suicide Prevention, Supervisor Performance Review and Application of Learned Skills" on August 29, 2018 where the results of the 2018 employee were discussed, along with new policies and the supervisor performance review process.
	✓ The County Board authorized salary compression adjustments effective in January of 2019.
	✓ The County Board adopted a resolution implementing the recommendations of the compensation study to ensure that the County wages are competitive with those of its counterparts in the private and public sectors.
	✓ Human Resources provided training to 83 supervisors to build cohesive and engaged teams.
	✓ A supervisor forum was held on November 6, 2017 to follow up on the feedback of the employee forums.
	✓ The County Board approved a merit pool raise system to keep alignment between union and non-union employees.
	✓ Three County-wide employee forums were held.
	✓ Valley Hi implemented strategies that have been successful in addressing recruitment and retention challenges.
2) Undertake succession planning and leadership development in key roles and offices; prepare for future staffing needs/retirements/changes	✓ The Sheriff's Office prepared a staffing and structure analysis to accommodate upcoming retirements this quarter.
	✓ A succession plan was developed and presented to the Internal Support and Facilities Committee.

GOAL 2
Use data-driven decision-making

OBJECTIVE A	
Promote the use and application of empirical information	
Tasks	**Accomplishments**
1) Explore the development and enhancement of the County's participation in performance measurement and benchmarking; consider available tools/software	✓ County Staff is developing McHenry 24/7, an innovative, outcome-based performance measurement system centered on the County's Strategic Plan goal of operating at the lowest

	possible tax levy. It will track 24 performance measurements across seven key areas of county government.
2) Work to create pathways and apply technology to facilitate open data avenues to enhance transparency, increase accessibility and efficiency	✓ The County implemented this Strategic Report Card to facilitate transparency and accountability.
3) Utilize data to assist in making decisions	✓ The County Board has been provided with extensive data for its decision-making related to three resolutions regarding the Valley Hi Nursing Home for its April 16th, 2019 meeting. ✓ Risk Management Staff performed a data-based cost/benefit analysis of in-house vs. third party contract costs to determine whether to retain the privatized security for the Administration Building. ✓ Each County Office and Department submitted performance measurements as a part of the proposed FY2019 Budget for County Board approval.

GOAL 3
Identify Core Functions of the County Government

OBJECTIVE A	
Evaluate costs and benefits of providing non-mandatory services	
Tasks	**Accomplishments**
1) Work with the County Board to lead, research and facilitate essential discussions to identify, clarify and confirm the core functions of County government [clarify needs vs. wants vs. mandatory, etc.]	✓ In the course of evaluating insurance coverage renewals Risk Management Staff evaluated many County programs and the amount of insurance coverage necessary for the services. ✓ The County performed a cost/benefit analysis on the result of its Request for Qualifications to evaluate the potential outsourcing of the County's central mail service. ✓ Each County Office and Department itemized the mandatory and non-mandatory services it provides in the FY2018 Budget.
2) Examine future/possible models for operations at Valley Hi; evaluate the core services and explore alternative profiles or viability/desirability of various options	✓ In its April 2019 meeting, the County Board resolved to change the resident case mix and to increase daily resident room rates of the Valley Hi Nursing Home for the home's long-term sustainability. ✓ On March 14, 2019, Management Performance Associates presented a report to the County Board on the long-term sustainability of Valley Hi. ✓ Valley Hi has been named to the National Nursing Home Quality Collaborative Honor Roll to recognize its performance on the federal quality measures. Nursing homes on the honor roll have achieved a quality measure score

	which aligns with the top 10% of nursing homes in the country.
	✓ The Finance & Audit and Public Health & Community Services Committees conducted a joint meeting to consider an operational audit and management analysis for Valley Hi Nursing Home and consider proposals for potential brokerage services.
	✓ The Valley Hi Operating Board passed a Strategic Plan with a goal of exploring possible alternative service delivery models.
3) Become more of a pass-through rather than doer organization by providing funds to organizations and non-profits to carry out their mission	✓ The Mental Health Board, in collaboration with two local 501(c)(3) not-for-profit agencies, will advance a public/private funding strategy targeting a year-round homeless shelter and increased recovery housing.
	✓ The County continues to utilize sub recipients and contractors for completion of Community Development Block Grant and HOME Projects.
	✓ All of the Senior Services Grant funds were allocated to non-profit organizations for completion of community-based projects.
	✓ The Mental Health Board annually awards roughly $10 million dollars in grant funds to third party service providers.
	✓ The 2019 Community Development Block Grant cycle is under way.

GOAL 4
Process and technology improvement

OBJECTIVE A	
Continue to search for service improvements and efficiencies via the use of technology	
Tasks	**Accomplishments**
1) Commit to and complete a strategic and centralized assessment of software platforms in the organization that promote efficiency and customer service	✓ The Planning & Development and IT Departments created an in-house application to allow property owners and contractors to apply for residential and commercial service permits online through the Planning & Development website.
	✓ Planning & Development, in collaboration with the IT Department, has modified the existing DevNet system to allow for internal electronic tracking on permits to increase oversight and decrease turnaround times on reviewing permits.
	✓ The McHenry County EMA created the McHenry Aware App which helps McHenry County residents to connect with community resources, develop their own emergency preparedness plans and report property damage to the EMA.

	✓ The Health Department has implemented an electronic health record system to enhance electronic billing capabilities and allow for future integration with the State of Illinois. ✓ The County Recorder has implemented the AVID system and the MyDec system, which allows the electronic filing, processing, return and sharing of deeds and documents with customers, the County Assessor's office, Treasurer's office and the State of Illinois in anticipation of an eventual e-filing statutory requirement. ✓ Information Technology Department (IT) has migrated work stations to Windows 10 to improve security and efficiency. ✓ IT is working with Animal Control, DOT and Valley Hi to implement high resolution camera systems that operate on a standardized and integrated platform which is already utilized by camera systems in other buildings.
2) Enhance our business processes County-wide including the promotion of tools and approaches to facilitate paperless technology to improve efficiency, transparency and customer service	✓ The Circuit Clerk has brought a resolution before the County Board for its May, 2019 meeting to acquire new case management software to replace the outdated software that can no longer support the functions of the County's specialty courts. ✓ IT, in conjunction with the County Auditor's Office, has developed a paperless invoice solution is rolling out training to the administrative staff in each department. ✓ Probation and Court Services has created two new Evidence Based Program Probation Officer positions to assist the Evidence Based Program Supervisor with reviewing recordings of officers and coaching officers on best practices as described in EPICS II (Effective Practices in Community Supervision). ✓ Probation and Court Services is routinely analyzing its five-year caseload level trends and adjusting staffing to allow officers the time and flexibility to utilize EPICS and other Evidence Based techniques with their clients. ✓ The 22nd Judicial Circuit has applied for and earned a grant from the Access to Justice Commission with which it has initiated the Early Divorce Resolution Program. This Program helps *pro se* litigants to navigate the divorce process effectively and efficiently. ✓ The 22nd Judicial Circuit Court system partners (Judicial Court, Circuit Clerk, State's Attorney, Public Defender and McHenry County Information Technology) have developed electronic data exchanges to allow the controlled sharing of case information

	which increases efficiency in the judicial process and advances their efforts to transition into a paperless justice system. ✓ The 22nd Judicial Court, in conjunction with the State's Attorney's Office, Circuit Clerk of the Court and various local law enforcement agencies, have developed an electronic search warrant system which makes this process significantly more efficient in terms of time, cost and responsiveness for the law enforcement agencies. ✓ Human Resources and IT collaborated to convert paper employee health insurance records to electronic files. ✓ The McHenry County Board approved a resolution authorizing the renewal of the OnBase Software contract with the McHenry County Clerk keeping various County records accessible online. ✓ The McHenry County Board approved the renewal of a contract with SKU, Inc. for maintenance of the County Clerk's Voter Registration Software. ✓ Micrographics has completed scanning all Planning and Development building, well, and septic permits dating back to November 1994 for inclusion in the County's OnBase document management system. ✓ Staff has also recruited a Senior Community Service Employment Program participant to assist with the scanning and indexing of additional permit and community development records starting in January. ✓ The 22nd Judicial Circuit ordered attorneys to file all documents electronically in the Civil Division, a full 4 months before the requirement went into effect across the State of Illinois.
3) Examine, design and consider the steps required to implement an "Administrative Adjudication" system	✓ County Administration held a meeting with representatives from the State's Attorney's Office, the Circuit Clerk, Planning & Development, Animal Control and the Public Health Department to discuss administrative adjudication and identify further questions that need to be explored. ✓ Research continues on the implementation and best practices of an administrative adjudication system for McHenry County.