

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	<ul style="list-style-type: none"> ✓ The McHenry County Board will vote on the implementation of a new Employee Wellness Program through Northwestern Medicine to replace the PUSH for Wellness Program. This will give employees the opportunity to earn \$25 cash or a \$25 deduction on their health insurance monthly for participation in wellness testing. ✓ Due to the COVID-19 pandemic, Human Resources will not be able to conduct its annual benefits fair for employees. To ensure that employees are aware of the benefit options available to them, Human Resources has proposed a resolution to the McHenry County Board in September of 2020 to procure JellyVision software to provide benefits options to employees electronically. ✓ In response to results of previous employee surveys, Human Resources proposed a benefit plan that includes vision insurance for employees. This plan was approved by the County Board on August 18, 2020. ✓ McHenry County has distributed its annual survey to help evaluate the county as an employer and to gather employees' input on how to create to improve and create efficiencies. ✓ McHenry County demonstrated its care for its workers by utilizing new technology to allow many of its employees, where possible to work from home and reduce their exposure to COVID-19. ✓ In November of 2019, the County Board voted to increase the County's competitiveness as a workplace by passing a program to provide qualifying employees with capped student loan and/or tuition reimbursements.

	<ul style="list-style-type: none"> ✓ On August 20, 2019, the County Board approved three resolutions proposed to keep McHenry County as an employer of choice: a resolution that increases McHenry County's salary scale by 1.125% in accordance with recommendations from its Compensation Study, a resolution that sets McHenry County's Pay for Performance Merit Increases for the 2019-2020 Fiscal Year, and a resolution that proposes salary compression adjustments. ✓ The County Board approved the resolution offering four employees that have contributed to other pensions the opportunity to buy back their service time and put it into IMRF. This will be in accordance with the May 2019 County Board Resolution authorizing pension buy backs for sworn law enforcement personnel. It represents no additional cost to the County and makes McHenry County more of an employer of choice. ✓ Human Resources gave a supervisor training on June 17, 2019 regarding the five languages of appreciation so supervisors may more effectively demonstrate their appreciation of staff. ✓ 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 supported 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
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	<p>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.</p> <ul style="list-style-type: none"> ✓ 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.
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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ At its July 2020 meeting, the County Board voted to extend the Zencity contract. ✓ The County has acquired Zencity software to enable it to quantify public opinion and concerns related to COVID-19 and respond accordingly. ✓ 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 has gone live. 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	<ul style="list-style-type: none"> ✓ The Finance Department has unveiled the new Financial Dashboard on the McHenry County website to increase transparency over county finances. ✓ McHenry County Public Health, in partnership with GIS, created a public facing dashboard on COVID-19 statistics pertaining to McHenry County. ✓ McHenry County has created 24/7, an outcome-based performance measurement

	<p>system that provides open data to McHenry County residents.</p> <ul style="list-style-type: none"> ✓ The County implemented this Strategic Report Card to facilitate transparency and accountability.
3) Utilize data to assist in making decisions	<ul style="list-style-type: none"> ✓ The Ad Hoc McHenry County Complete Count Committee utilized self-response rate data provided by the United States Census Bureau to guide its decision making in promoting the 2020 Census. ✓ The County Board was provided 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.]	<ul style="list-style-type: none"> ✓ County Administration prepared a report of considerations related to township dissolution and submitted it to the County Board for consideration. ✓ 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	<ul style="list-style-type: none"> ✓ The Public Health & Community Services Committee received a presentation from 	

<p>services and explore alternative profiles or viability/desirability of various options</p>	<p>Management Performance Associates regarding the viability of a dementia unit for Valley Hi Nursing Home.</p> <ul style="list-style-type: none"> ✓ McHenry County received 52,777 applications for the Valley Hi rebate. ✓ 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 alternate service delivery models.
<p>3) Become more of a pass-through rather than doer organization by providing funds to organizations and non-profits to carry out their mission</p>	<ul style="list-style-type: none"> ✓ The County Board will vote on the accepting \$259,641 allocated to McHenry County and in turn the Continuum of Care to End Homelessness. These funds in turn will be distributed to local groups that provide various services for the homeless population in McHenry County. ✓ The County Board accepted \$830,790 in additional Community Development Grant Funds provided through the CARES Act to support municipalities and nonprofit performing community projects. ✓ 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.

	<ul style="list-style-type: none"> ✓ 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.
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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	<ul style="list-style-type: none"> ✓ The 22nd Judicial Circuit has successfully completed a pilot program to conduct select court cases remotely. ✓ The County voted to extend the Zencity contract for another six months. ✓ The County has acquired Zencity software to enable it to streamline the process of ascertaining public sentiments by viewing multiple social media channels in one dashboard and quantifying and categorizing public opinion and concerns related to COVID-19. ✓ The County Board elected to replace its 22 year-old payroll system with a new Human Resources Management and Payroll Enterprise System that will facilitate the enforcement of County policies and eliminate the unnecessary use and expense of paper check stubs. ✓ The County Board authorized enhancements to the County's iJustice Case Management Software at its November 2019 meeting. This software is essential to the operation of the Circuit Clerk's Office, Court Administration, County judges, Court Services, Specialty Courts, State's Attorney's Office, and the Office of the Public Defender, the Sheriff, Corrections, municipal police departments, private attorneys and the public. Some of the modifications include expanding the electronic court order program, increasing automation for the expungement process related to the State's new law on cannabis,

	<p>and allowing attorneys to schedule their own motions from their Attorney Access Portal account.</p> <ul style="list-style-type: none"> ✓ 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.
<p>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</p>	<ul style="list-style-type: none"> ✓ In November of 2019, the Recorder's Office and the County Board decided to renew recording software that enables the County to electronically record documents and send electronic notifications to property owners when a document has been filed against their properties. Facets of the software are used at no charge by

	<p>numerous County departments and townships.</p> <ul style="list-style-type: none"> ✓ The County Board voted at its October 2019 meeting to continue the Nursing Division's contract for the software that generates, maintains and stores health records electronically. ✓ IT, in conjunction with the County Auditor's Office, has developed a paperless invoice solution and 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 <i>pro se</i> 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.
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	<ul style="list-style-type: none"> ✓ 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.
<p>3) Examine, design and consider the steps required to implement an “Administrative Adjudication” system</p>	<ul style="list-style-type: none"> ✓ County Administration gave a draft report on Administrative Adjudication to the Administrative Services Committee for feedback and additional direction. ✓ 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.
<p>4) Enhance inter-departmental coordination on code enforcement*</p>	<ul style="list-style-type: none"> ✓ Planning & Development (P&D) has given Environmental Health the ability to view building, stormwater, and zoning permits and violations. Environmental Health has requested the same for P&D from its permit system vendor. P&D, Animal Control, Environmental Health and the Sheriff’s office have monthly meetings to coordinate the County’s response to potential ordinance violation matters.

Items that are followed with an asterisk (*) are Action Items that the County Board articulated when it reviewed the Strategic Plan in 2019.