

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 County Board approved a resolution at its October 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 29th 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 in its September Board Meeting. ✓ The County Board adopted a resolution implementing recommendations of compensation study to ensure that the County wages are competitive with those of counterparts in the private and public sectors. ✓ The County provided training to 83 supervisors to build cohesive and engaged teams. ✓ A supervisor forum was held on November 6th, 2017 to follow up on the feedback of the employee forums.

	<ul style="list-style-type: none"> ✓ The County Board approved a merit pool raise system to keep alignment between union and non-union employees. ✓ 3 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"> ✓ Succession Plan developed. ✓ The County Administrator attended training on Succession Planning.


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"> ✓ Staff presented the draft of McHenry 24/7 to the ISF Committee. McHenry 24/7 is 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	<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"> ✓ 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 FY2018 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	<ul style="list-style-type: none"> ✓ In the course of evaluating insurance coverage renewals Risk Management Staff evaluated many County programs and the

Strategic Plan Organizational Advancement and Services Report Card as of 11/13/2018

<p>confirm the core functions of County government [clarify needs vs. wants vs. mandatory, etc.]</p>	<p>amount of insurance coverage necessary for the services.</p> <ul style="list-style-type: none"> ✓ The County performed a cost/benefit analysis on the result of its Request for Qualifications to evaluate the potential outsourcing of the County's in house mail service. ✓ Each County Office and Department itemized the mandatory and non-mandatory services it provides in the FY2018 Budget.
<p>2) Examine future/possible models for operations at Valley Hi; evaluate the core services and explore alternative profiles or viability/desirability of various options</p>	<ul style="list-style-type: none"> ✓ 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. Both committees recommended the passage of a resolution authorizing the performance of an operational audit and management analysis of Valley Hi. ✓ The Valley Hi Operating Board passed a Strategic Plan with a goal of exploring possible alternative 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 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. ✓ Mental Health Board has awarded \$10 million dollars in grant funds. ✓ The 2019 Community Development Block Grant cycle is under way.

GOAL 4

Process and technology improvement

<p>OBJECTIVE A</p> <p>Continue to search for service improvements and efficiencies via the use of technology</p> 

Tasks	Accomplishments
<p>1) Commit to and complete a strategic and centralized assessment of software platforms in the organization that promote efficiency and customer service</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. Since its inception, this app received 15,000 accesses. ✓ Public Health 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 is in the process of implementing the MyDec system, which allows the electronic filing and sharing of deeds and documents, not only with the Office of the Recorder, but with the Offices of the County Assessor and Treasurer as well as with the State of Illinois in anticipation of an eventual e-filing statutory requirement. ✓ Information Technology Department (IT) is in the process of migrating 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.
<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"> ✓ 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

	<p>coaching officers on best practices as described in EPICS II (Effective Practices in Community Supervision).</p> <ul style="list-style-type: none"> ✓ 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. ✓ Human Resources and IT are collaborating to convert paper employee medical records to electronic files. ✓ IT has instituted WebX conference capabilities to improve efficiencies with internal and external meetings. ✓ 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,
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	<p>and septic permits dating back to November 1994 for inclusion in the County's OnBase document management system.</p> <ul style="list-style-type: none"> ✓ 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 goes 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 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.