

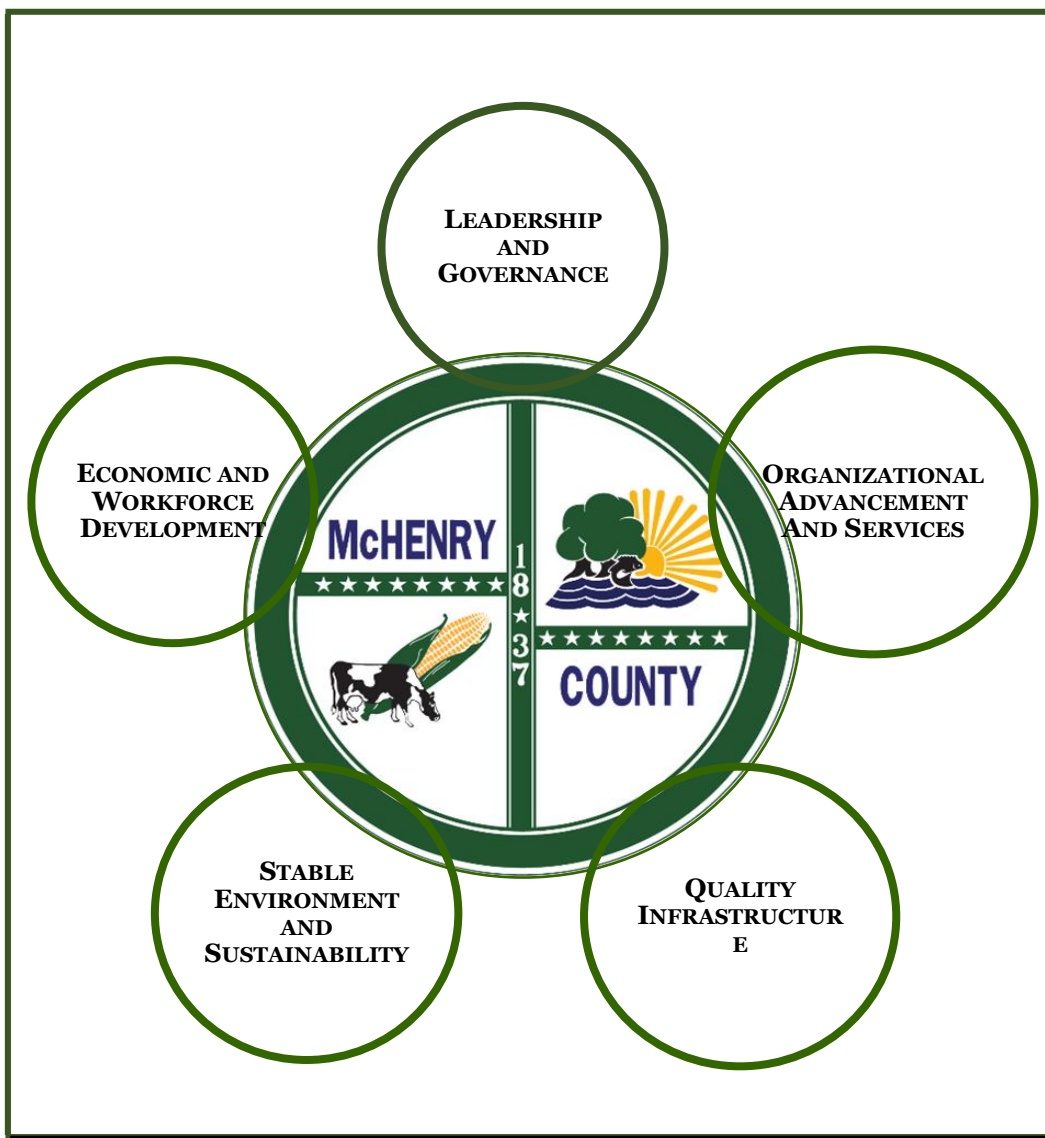
McHenry County

Strategic Plan

2017-2020

Adopted August 15, 2017

Includes May 23, 2019 Update Action Items



Consolidated Goals and Objectives by Category

LEADERSHIP AND GOVERNANCE

- **GOAL 1 – *Ordinances and policies are clear and easily interpreted by employees, citizens and elected officials***
 - Objective A: Provide consistent responses to citizens regarding ordinances and policies
 1. Minimize regulations where possible
 2. Enhance and improve the County’s website ensuring it is informative, user-friendly with online transaction capabilities and has easily navigable portals
 3. **Website to be reviewed for accuracy and user-friendliness**
 - Objective B: Ensure there are no conflicting ordinances
 1. Complete the codification process and work to facilitate intuitive navigation and search functions
 - Objective C: Increase County government’s language capacity
 1. **Survey various County departments regarding their contact with non-English speaking community members and their staffing needs to improve their engagement.**
 2. **Review the County’s ability to provide interpretation services and translation of documents.**
- **GOAL 2 – *Identify and prioritize citizen expectation and provide services efficiently in order to operate at the lowest possible tax levy***
 - Objective A: Facilitate and explore collaboration/consolidation with other units of government
 1. Collaborate with other government entities on tax control
 2. Explore smart consolidation where there is synergy (i.e., sanitary, fire districts)

3. Explore how towns and townships can collaborate or work closely to maximize or share resources
 4. Work to capitalize on available community talent and expertise including exploring a Community Leadership Academy, facilitating a pipeline for volunteers, and developing enhanced citizen engagement opportunities
 5. Develop plans to facilitate the potential dissolution of township(s) into County
 - a) Departments to continue development of issues/considerations
 - b) Considerations/questions to be presented and discussed at relevant Standing Committees
 - c) Ad Hoc Committee to be established Fall 2019
- Objective B: Commit to ongoing steps for careful financial management/monitor tax requirements
 1. Address overall financial requirements and explore approaches to revenues streams while working to reduce the County's share of the property tax component
 2. Be leaders among other units of local governments in financial management and tax burden
 3. Explore and identify methods to increase efficiencies in the tax collection and distribution role/processes that are the responsibility of the County
 - Objective C: Analyze County services and undertake program evaluation
 1. Analyze the core services and functions of the County; explore, refine and confirm the scope of the County's role, mission and service profile with reference to strategic priorities and available resources
 - a) County Board to critically explore continuation of services if grant support ends
 - b) Public Health and Community Services Committee to engage with Mental Health Board (MHB) and Board of Health (BOH)
 - i. Collaborate on what services are needed
 - ii. Be engaged in their respective Strategic Plan Process
 - iii. County Board to be provided with drafts of MHB and BOH Strategic Plans

2. Analyze and explore “smart design or consolidation” of organizational units and functions (i.e., work to promote and create a highly effective and leaner government and organization where practicable and possible)
 - Objective D: Assess and analyze County Government processes and structure
 1. Redefine governance processes and procedures in anticipation of a possible reconfiguration or reduction of County Board size; study functionality/structure of a smaller County Board
 2. Explore efficiency measures related to the County Board’s processes and procedures
 3. Explore efficiencies and examine impact of consolidation or elimination of County-wide elected offices or other functions where practical
3. **GOAL 3 – *Lead and facilitate intergovernmental cooperation in McHenry County***
- Objective A: Explore joint service arrangements with other local governments
 1. Work to expand existing shared services and IGAs;
 2. Inventory existing shared services and IGA’s; enhance collaboration and explore joint services through intergovernmental cooperation, coordination and other forms of partnerships to maximize the use of governmental assets and resources
4. **GOAL 4–*Improve the implementation process of decisions made by the County Board and committees***
- Objective A: Enhance and improve legislative efficiency and dynamics
 1. Work to create a trusting and effective working environment among the Board, giving credence and respect to the deliberations and decisions at the committee level and board level; commit to making things happen for the benefit of the stakeholders we serve
 - a) Send draft Committee voting record to County Board in advance of the COW as practical
 - b) Each Committee Chair is encouraged to provide a verbal report at the County Board meetings

- Objective B: Communicate status and follow-through of projects
 1. Track and measure implementation and oversight of capital and other significant projects
 2. County Administration Staff to provide a regular update to Law & Government/Liquor Committee on legislation that affects McHenry County
 3. Departmental Communications Officers to address Administrative Services

5. GOAL 5 – Enhance Public Confidence

- Objective A: Earn public confidence in Board decisions and the County direction
- Objective B. Establish a respectful working environment between the County Board and staff

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
 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
 2. Undertake succession planning and leadership development in key roles and offices; prepare for future staffing needs/retirements/changes

6. GOAL 2 – Use data-driven decision-making

- Objective A: Promote the use and application of empirical information
 1. Explore the development and enhancement of the County’s participation in performance measurement and benchmarking; consider available tools/software
 2. Work to create pathways and apply technology to facilitate open data avenues to enhance transparency, increase accessibility and efficiency

3. Utilize data to assist in making decisions

➤ **GOAL 3 – *Identify core functions of the County Government***

- Objective A: Evaluate costs and benefits of providing non-mandatory services
 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.]
 - a) Create an inventory of grants and indicate type (formula or competitive)
 - Assess the grant writing burden for each department and how this is currently managed
 - Report to be presented to Administrative Services
 - b) County Board to critically explore continuation of services if grant support ends
 2. Examine future/possible models for operations at Valley Hi; evaluate the core services and explore alternative profiles or viability/desirability of various options
 - a) After completion of the MPA Dementia Unit analysis, County Board will have a focused discussion on Valley Hi at a special COW
 3. Become more of a pass-through rather than doer organization by providing funds to organizations and non-profits to carry out their mission

➤ **GOAL 4 – *Process and technology improvement***

- Objective A: Continue to search for service improvements and efficiencies via the use of technology
 1. Commit to and complete a strategic and centralized assessment of software platforms in the organization that promote efficiency and customer service
 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

3. Examine, design and consider the steps required to implement an “Administrative Adjudication” system
4. **Enhance inter-departmental coordination on code enforcement**

STABLE ENVIRONMENT AND SUSTAINABILITY

- **GOAL 1 – *Facilitate regional collaboration regarding ground water supply for the future of McHenry County***
 - Objective A: Raise public awareness of groundwater issues
 1. Promote low use water industries and conservation practices
 - Objective B: Facilitate regional collaboration of ground water and water resources
 1. Monitor and plan for effective drainage ways and storm water management to promote healthy communities and provide essential systems for economic growth and a sustainable quality of life
 - a) **Prioritize/focus attention toward storm water matters**
 2. **Inventory/organize environmentally focused documents and plans already in place (WRAP, storm water plans, green infrastructure, drainage district, food plans)**
- **GOAL 2 – *Balance growth with environmental protection***
 - Objective A: Promote sustainable development that is balanced with preservation of the County’s open space, agricultural land, and water supply
 1. Remain committed to the careful use of water resources in and across the County; monitor developments at the community, County, regional and state level to determine impacts on groundwater, surface water and water supply
 - Objective B: Increase open space conservation efforts
 1. Balance growth with environmental protection and conservation of the County’s open spaces and fundamental land-based/production agriculture and agri-businesses in a vital corridor of the state’s northern tier

ECONOMIC AND WORKFORCE DEVELOPMENT

- **GOAL 1 – *Take additional steps to be a business-friendly County***
 - Objective A: Ensure clear and consistent County regulatory processes
 1. Be a business-friendly County including making online permitting available
 2. Review standards and requirements with an eye toward revisions or deregulation where possible
 3. Utilize programs, services and resources currently in place
 4. Partner with municipalities for joint economic/business incentive packages
 5. Promote the County to businesses, entrepreneurs and economic decision-makers
 6. Develop methods and approaches to “tell our story”
 7. Standardize property assessments across the County
 8. Encourage relationships with small businesses in the County
 - Objective B: Expand the non-residential economic tax base
 1. Strengthen and formalize ties to all neighboring counties with increased emphasis to the westward counties in the economic corridors along I-90 and the state line
 2. Expand on industrial clusters (metals, technology, medicine)
 3. Develop avenues to market the County’s robust fiber-optic network and promote readiness and cutting edge technology infrastructure to help attract and retain businesses
 4. Facilitate the growth and variety of tourism activities and opportunities as an economic development tool
 5. Support / focus on small businesses

- **GOAL 2 – *Match the skills of the population with the needs of businesses***
 - Objective A: Evaluate business needs and match funds to training that will meet those needs
 1. Help to facilitate the development of the essential workforce and skills that existing and growing industries need
 2. Help attract, grow and retain millennial talent
 - Objective B: Explore public-private training and education partnerships to improve the skills of the McHenry County workforce
 1. Develop skills that existing and identified growing industries need. Partner with workforce development entities and networks, such as MCC and Workforce Network, to ensure skills gaps are addressed
 2. Help to lead the way for employers by developing a strategy to be identified/known as the home of progressive businesses and good places to work and do business
 3. Encourage vocational training and explore in demand skills in major industries in the County (i.e., manufacturing)
 4. Facilitate and encourage a variety of training and education opportunities, including technical and vocational offerings
 - Objective C: Match the skills of the existing population with needs of the existing businesses to retain talent in the County and meet the current and future workforce demands

QUALITY INFRASTRUCTURE

- **GOAL 1 – *Facilitate the infrastructure necessary to improve access to high-speed internet throughout McHenry County***
 - Objective A: Explore public-private partnerships to maximize the fiber optic network
 1. Continue improving access to robust high-speed fiber/internet infrastructure throughout County; market fiber-optic network; explore revenue-generating models

2. Leverage the value of high-speed internet infrastructure and other County resources
- **GOAL 2 – *Improve McHenry County’s access to Interstate highway system***
 - Objective A: Proactively work with the Illinois Department of Transportation (IDOT) to improve State highways with access to the interstate highway system (IL 47, IL 31, IL 23, US 20).
 1. Monitor and work with other counties on regional transportation projects
 2. Complete Phase II engineering, right-of-way acquisition and construction of the Randall road widening project
 3. Facilitate the successful completion/installation of the long-awaited full interchange at IL 23 and I-90
 - **GOAL 3 – *Promote mobility for all County residents by providing choices in the transportation network including walking, biking and public transit***
 - Objective A: Continue to operate the MCRide dial-a-ride transit program
 1. Improve efficiencies and target users for the MCRide dial-a-ride transit program
 - Objective B: Explore emerging opportunities to provide low-cost transportation solution to McHenry County residents
 1. Promote volunteer driver transportation programs
 2. Expand public/private partnerships with technology companies and transportation providers (i.e., Uber, Lyft, taxis etc.)
 - Objective C: Ensure that all County roadways are planned and constructed with the needs of pedestrians and bicyclists in mind
 - Objective D: Continue to collaborate with regional transportation providers (i.e., PACE, METRA, Uber)
 1. Explore opportunities for enhancing the transportation system in the County
 2. Assess requirements and possible approaches to address the ‘last mile’ connection from station to home for many commuters in the County
 - **GOAL 4 – *Address short-and long-term capital and facility needs***

- Objective A: Evaluate facility and capital needs and future uses, maintenance and utilization
 1. Address facility space needs across the County campus and explore ways to use current space and assets most efficiently
 2. Develop a comprehensive capital improvement plan, including projected needs, timing and long-term funding sources and financing strategies
- Objective B: Evaluate future roadway, maintenance and utilization strategies
 1. Develop a process for prioritization, pace and funding for improvements of non-dedicated roadways incorporated into the County jurisdiction, followed by transfer to township control
 2. Explore MCDOT website utilization to communicate infrastructure planning and progress