



McHenry County

2022-2025
Strategic Plan

*Strategic Plan Goals
and Action Items*

*Adopted 10/19/2021
Amended 11/16/2021
Amended 4/18/2023*

Introduction

As an organization, McHenry County has long held that strategic planning is essential to good, responsible governance and has regularly engaged in strategic planning exercises to establish goals for the County government, organization, and services. Adopted in 2021 and amended in 2023, this Strategic Plan outlines the County Board's key goals and priorities which will guide public policy, resource allocation and operational decisions through 2025 - and perhaps beyond.

The McHenry County Strategic Plan is organized into the following six key strategic areas which frame the goals and strategic priorities:

LEADERSHIP AND GOVERNANCE

McHenry County is committed to the quality of life, economic betterment, and forward-thinking governance of the County on behalf of all its citizens. The County sees its position as of one of a leader in the region, building collaborative relationships with municipalities and other local governments along with leading by example for property tax control. *Leadership and Governance* embodies the County Board's approach to the governance of the County and interaction with internal and external partners.

ORGANIZATIONAL ADVANCEMENT

To achieve McHenry County's mission of providing the highest quality services and its vision as a leader and innovator in local government, elected officials and staff should continuously seek methods for delivering quality services with the most effective approaches while emphasizing the judicious use of resources. Additionally, County leaders recognize the value of advancing the County's administrative and programmatic affairs via an organization comprised of highly qualified, competent and committed public servants and professionals. Innovation, stewardship, best practices and professional development should be the hallmarks of the County's administrative functions and service delivery approaches. *Organizational Advancement* reflects the actions and efforts to improve the organization, and how it can efficiently and effectively carry out the business of the County with this mission in mind.

ENVIRONMENTAL SUSTAINABILITY

McHenry County's balance of rural and suburban areas sets it apart from many other counties in the state of Illinois. While population and commercial growth are economically beneficial, that growth must be sustainable and balanced with efforts to preserve open space, agricultural land, agricultural production, and conserve the County's groundwater supply. Additionally, advances in alternative energy sources and 'green' technologies have opened the door for McHenry County to explore ways in which it can integrate sustainable alternatives into its operations. *Environmental Sustainability* establishes the County's priorities and commitments to ensure the preservation and protection of open space, natural resources, agricultural heritage, water supplies, air quality, and energy conservation.

ECONOMIC AND WORKFORCE DEVELOPMENT

Successful economic development is the key to achieving the County's vision of a diversified tax base and strong financial position which is necessary to ease the property tax burden of County residents. New commercial developments provide greater employment opportunities in the County, increase the overall value of property, lessen the burden of property taxes, and broaden the diversity of government revenues allowing for better service provision. Workforce development efforts promote the availability of a skilled workforce to ensure that the human resources in the County adequately meet the needs of both new and existing businesses. *Economic and Workforce Development* articulates the strategies identified to advance McHenry County's economic opportunities and attend to the needs of its workforce.

HEALTH AND SOCIAL SERVICES

A healthy population and a robust system of social services to meet the needs of the people are the cornerstone of a successful community. McHenry County recognizes how critically important it is to understand the needs of our residents and ensure those needs are met through a variety of public, private and nonprofit service providers. Ranging from public health, mental health, long term nursing care and a variety of support services and assistance programs to meet the needs of specific populations, McHenry County is committed to strategically addressing the *Health and Social Services* needs of the community.

QUALITY INFRASTRUCTURE

High quality infrastructure promotes economic development, ensures the functionality of the community and services, and enables residents and businesses to conduct their daily lives in a reliable and efficient manner. As used in this plan, quality infrastructure is a broad term that extends beyond the roads and transportation system and contemplates the physical systems, appurtenances, amenities, utilities, and facilities essential to support the community needs and quality of life in McHenry County. This includes high speed internet access, recreation, multi-modal transportation systems and county facilities. *Quality Infrastructure* captures McHenry County's key strategic priorities for the advancement of economic, transportation and livability goals to accommodate the needs of County businesses and residents.

Each strategic goal is accompanied by action items which offer a way in which the goal can be achieved or advanced along with the corresponding party who would generally be responsible for carrying out the described task. These action items are not intended to be exhaustive, nor do they represent the only way in which a particular goal can be met. Rather, they simply suggest a possible path to pursue the corresponding goal and are subject to change as conditions, circumstances, and practicality allow. In addition, there will be many other actions undertaken by the County which are not listed or contemplated here but nonetheless directly support and advance the Strategic Plan goals.

Leadership & Governance

Classification	Strategic Goals
Short-term Routine	<p>1) Identify the appropriate uses of COVID relief funds to have the most valuable impact on the County’s short and long-term recovery</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Determine/define what would be the most valuable impacts for the County’s short and long term recovery. {CB}</i> ○ <i>Align requests and identified needs with eligible uses, prioritizing programs that provide the desired value and filtering out requests which have other funding opportunities. {CA}</i> ○ <i>Engage a third party to oversee the administration and accounting for the COVID relief funds. {CB, CA}</i>
Short-term Complex	<p>2) Develop and implement a reporting mechanism for all County appointed Boards to report activities and initiatives to the County Board to promote accountability, enhance information sharing, and improve overall coordination and communication</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Send a communication to each chair of the appointed boards outlining this new expectation and providing guidance on the desired content of the report. {Chair}</i> ○ <i>Incorporate periodic reports from appointed boards as a standing item on Committee agendas. {CA, CB}</i> ○ <i>Improve the Board/Commission interview and appointment process by:</i> <ul style="list-style-type: none"> a. <i>Inviting the corresponding department head or director to meet with the liaison standing committee at least one month in advance of candidate interviews to provide insight into how the Board/Commission operates, their needs and key issues they are facing. {SC, CA}</i> b. <i>Developing a standard set of questions specific to the Board/Commission and their needs/issues at the time to be used when the liaison standing committee interviews candidates. {SC, CA}</i> ○ <i>Provide training for appointed boards and commissions on efficient meeting procedures and requirements. {CA}</i>
Short-term Complex	<p>3) Undertake an organizational analysis to review reorganization scenarios/outcomes of the County Board and identify strategies to address the potential changes (e.g., committee structure, redistricting, etc.)</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Analyze processes and procedures in place at other Illinois counties that have 18 Board members. {Chair, CB, CA}</i> ○ <i>Revise the County Board rules to establish a committee structure and workflow to reflect an 18-member County Board. {CB}</i>

Responsibility Legend:

ORG = Organization CB = County Board Chair = Chairman SC = Standing Committees CA = County Administration CC= County Coordinator HR = Human Resources
 DOT = Division of Transportation IT = Info Technology HD = Health Department P&D = Planning & Development CD = Community Development WN = Workforce
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<p>Short-term Routine</p>	<p>4) Create and implement a program evaluation process to determine program effectiveness, efficiency, and potential cost-savings</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Provide a list and brief description of programs within the purview of each County Board Standing Committee. {ORG, CA, SC} ○ For each program under the purview of a respective Standing Committee, the Standing Committee should identify desired program outcomes and indicators of success against which the program will be evaluated. {SC} ○ Standing Committees to identify/prioritize the order in which programs should be reviewed taking into consideration scope and scale of the program, impact on the community and on the county organization and commitment of resources. Schedule the review and evaluation of a particular program to County staff. {CB} ○ Utilize D365's "project" tracking feature to identify and capture direct and indirect costs attributable to the program for ease of evaluation and transparency. {ORG, CA}
<p>Long-term Complex</p>	<p>5) Explore and implement strategies to enhance regional collaboration with the County's intergovernmental partners to leverage resources, share information, and work together to identify quality solutions to current and potential challenges (e.g., control taxes, reach economies of scale, mitigate unfunded state mandates)</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Facilitate regular idea-sharing and collaboration meetings with intergovernmental partners. {CA, CC, ORG} ○ Encourage/support departments and offices to identify programs, agreements, and opportunities to share resources and efforts. {CB, CA, CC} ○ Publicly communicate successful partnerships and collaborative opportunities. {COM} ○ Be receptive to alternative service delivery options in which the County provides common services on a contractual basis for municipalities and vice versa. {CB, ORG} ○ Explore opportunities to develop intergovernmental agreements with municipalities to provide mutual aid for services to cover staff shortages and emergency situations. {CA, ORG, CB} ○ Support and assist the McHenry County Sheriff in the exploration of a joint law enforcement training center. {CB, MCSO, CA} ○ Explore partnership opportunities related to salt storage and snow removal. {DOT} ○ Identify and prioritize opportunities for shared services with external partners. {CA, CB}
<p>Short-term Complex</p>	<p>6) Work to strengthen representation and influence in Springfield to help mitigate unfunded state mandates</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Develop collaborative annual legislative programs and closer working relationships with McHenry County's delegation to Springfield. {CB, Chair, CA} ○ Regularly engage McHenry County's State lawmakers regarding pending/proposed legislation and seek their counsel to best communicate the County's position. {CB, Chair, CA}

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	<ul style="list-style-type: none"> Analyze, to the extent possible, the financial and operational impact of proposed/pending unfunded mandates and communicate this information as deemed appropriate. {CA, COM}
Long-term Routine	<p>7) Work to encourage diversity and welcomeness within the County</p> <p>Action Items:</p> <ul style="list-style-type: none"> Ensure the McHenry County website and other materials are accessible to residents in multiple languages and accommodate visual impairments. {ORG, COM} Ensure the County's services, buildings communications and programs are accessible to all people no matter their ability and encourage other municipal partners to do the same {ORG, CC} Promote a culture of inclusivity and respect for diversity within the workplace and the services provided by maintaining an active dialogue with employees and the community. {ORG} Promote celebrations of cultural diversity and encourage municipal partners to do the same. {CB, CC} Market economic opportunities to culturally diverse entrepreneurs. {MCEDC, CA} Target communications and information of interest to key demographic audiences. {COM}
Short-term Routine	<p>8) Educate residents on County processes and how to become involved</p> <p>Action Items:</p> <ul style="list-style-type: none"> Develop educational resources, opportunities, and reference tools to help the public learn about: {COM, ORG} <ul style="list-style-type: none"> Property tax bills and process County processes, services, and roles County jurisdiction Role of the County Board Opportunities to get involved
Short-term Routine	<p>9) Explore Sustainable Funding Sources</p> <p>Action Items:</p> <ul style="list-style-type: none"> Evaluate the County Option MFT. {CB, CA, DOT} Explore Electric Vehicle Fees for Local Government. {CB, CA, DOT} Evaluate the County's role in funding township bridges. {CB, CA, DOT} Track the County's EV infrastructure costs and usage. {CA, DOT}
Short-term Complex	<p>10) Improve Resiliency to Emergencies and Disasters</p> <p>Action Items:</p> <ul style="list-style-type: none"> Evaluate our recent disaster response to identify gaps and lessons learned. {EMA} Provide leadership to educate local elected officials. {CA, CC, EMA} Pursue countywide / joint training opportunities for municipal partners and first responders. {EMA}

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Organizational Advancement

Classification	Strategic Goals
Short-term Routine	<p>1) Identify strategies to enhance integration, coordination, communication, and information-sharing between County-wide departments</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Incorporate an overview of all County Departments into the New Employee and Supervisor Orientations. {HR, ORG} ○ Institute multi-departmental committees to collaboratively address topics and matters that have general applicability to the organization or pertain to multi-departmental involvement. {CA, ORG} ○ Develop and periodically publish a collaborative, interdepartmental employee communications. {CA, COM, ORG} ○ Leverage Microsoft Teams and other shared platforms for efficient project collaboration. {ORG, IT} ○ Incorporate interdepartmental communications strategies into the County’s overall Communications strategic plan. {CA, COM} ○ Resume regular (monthly or quarterly) county communications officer meetings to facilitate interdepartmental communications support. {CA, COM} ○ Support, recognize and celebrate interdepartmental integration, coordination and collaboration. {CB}
Short-term Routine	<p>2) Work to update/overhaul the County website to make it easier to find information and be more user-friendly for varied users across different platforms (e.g., computer, phone, tablet, etc.)</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Analyze web traffic to determine the most frequently accessed information. {IT} ○ Collect external feedback to assess how the County website is utilized, information desired and how it can be improved. {IT, CA} ○ IT to identify the degree to which updates/overhauls can be done in house with existing staff and software. {IT} ○ IT to recommend options and approaches for the website update/overhaul grade and request funding as necessary to facilitate the approach. {IT} ○ Create an interdepartmental and stakeholder steering committee to guide the update/overhaul. {CA, IT} ○ Expand capabilities of opportunities to conduct County business online including more on-line payment opportunities. {ORG} ○ Create a more visible and user-friendly centralized clearinghouse of on-line documents and resources. {IT, ORG} ○ Ensure the McHenry County website and other materials are accessible to residents generally within three ‘clicks,’ in multiple languages via auto-translate capability and can accommodate visual impairments. {ORG, COM} ○ Enhance public access to more financial detail related to the budget, vendors and expenditures. {CA, IT} ○ Enhance the reliability and accessibility of meeting livestream broadcasts and playback; provide alternative playback options. {IT, CA, COM}

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<p>Short-term Routine</p>	<p>3) Develop and implement a County-wide staffing plan to enhance recruitment and retention efforts for quality/skilled employees</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Conduct a compensation study every two years and make necessary adjustments to maintain a compensation/benefits program that is competitive with the regional market. {HR} ○ Conduct annual training/development discussions with employees. This will benefit both the County and the employee. {ORG} ○ Strengthen onboarding of new employees and new supervisors by conducting formal reviews of performance and providing guidance at least twice during probation. {HR, ORG} ○ Conduct an annual employee survey to determine the needs and desires of employees. Respond to those needs and desires as necessary and able. {HR, ORG} ○ Engage in succession planning to develop organizational continuity in the event of leadership transition. {ORG} ○ Target recruitment efforts to reach diverse populations and ensure the broadest potential candidate pool from which the most qualified candidate can be drawn. {HR, ORG} ○ Routinely collect, analyze, and report data pertaining to the recruitment/hiring process and employee composition. {HR} ○ Institute 'stay interviews' with employees to understand and address their areas of dissatisfaction and how their jobs can be made better. {ORG} ○ Develop a job shadowing program for high school students to promote McHenry County as a great place to work and create awareness of career opportunities. {HR, ORG}
<p>Long-term Routine</p>	<p>4) Incentivize advancement through supported training and education</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Increase opportunities for certain position classifications which allow advancement to the next grade based on attaining specified certifications, training, and experience. {CB, HR} ○ Explore an interdepartmental mentorship program to support the development of employees. {HR} ○ Promote the County's tuition reimbursement program to encourage employees to pursue additional training and education relevant to their work and professional growth. {HR, ORG}
<p>Long-term Routine</p>	<p>5) Cross-pollinate between programs and departments to maximize funding and effectiveness</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Identify services and programs that overlap or have congruency and explore opportunities to consolidate or align. {ORG} ○ Identify departments that use common vendors to consolidate contracts or services. {PUR, ORG} ○ Advocate for more flexible State/ Federal funding. {CB, ORG}

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Environmental Sustainability

Classification	Strategic Goals
Long-term Routine	<p>1) Work to enhance and maintain long-term sustainability of the strong agriculture industry within the County</p> <p>A) Evaluate and expand agri-tourism opportunities</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Support Visit McHenry County’s efforts to promote and market agri-tourism opportunities in McHenry County. {CA, CB}</i> ○ <i>Incorporate agri-tourism and land use preservation strategies into the 2050 Comprehensive plan. {CB, P&D}</i> ○ <i>Actively pursue and recruit agri-tourism opportunities as part of the County’s economic development focus. (CA, MCEDC}</i> <p>B) Review land preservation strategies</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Consider/recommend revisions to the UDO to promote agritourism and open space preservation. {P&D}</i> ○ <i>Promote compact and contiguous development philosophies to municipalities. {P&D, CA}</i> ○ <i>Identify high quality natural areas in the 2050 Comprehensive plan and encourage land use practices that preserve/protect these areas. {P&D, CB}</i>
Long-term Routine	<p>2) Develop and implement an environmental sustainability plan that includes:</p> <p>A) Identifying alternative energy sources</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Critically analyze the alternative energy sources available in McHenry County that addresses origination/installation/upstart costs, ROI, benefits, drawbacks, and disassembly/disposal costs. {P&D, CA, CB-PED}</i> ○ <i>Consider changes to the UDO and Building Codes to facilitate the integration of alternative energy sources. [P&D, CB-PED}</i> <p>B) Developing a pathway to carbon neutrality to lessen the County’s carbon footprint</p> <p>C) Manage natural resources (e.g., water, air, electric)</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Consider the application of alternative energy sources, such as solar infrastructure, to supplement County usage. {PUR, FAC}</i> ○ <i>Assess County facility Mechanical/Electrical/Plumbing systems to identify opportunities to reduce consumption of natural resources. {FAC}</i> ○ <i>Identify areas of operation that are significant contributors to County’s carbon footprint and recommend opportunities to responsibly reduce the carbon impact. {PUR, FAC, ORG}</i>

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	<ul style="list-style-type: none"> ○ Analyze utility usage for all County facilities and recommend policies, systems, improvements, and next steps that present opportunities for reduction. {FAC, PUR} ○ Recommend/support capital improvements that advance the County’s environmental sensitivity objectives. {PUR, FAC, CB} ○ Aspire to achieve LEEDS certifications for all new construction or significant building improvements. {FAC, PUR, CB} ○ Assess the feasibility and viability of migrating to an electric vehicle fleet. {PUR, MCSO} ○ Compile recommendations of alternative energy opportunities and carbon footprint reduction strategies for presentation to the County Board. {PUR, FAC, CA} ○ Expand the use of liquids in MCDOT’s winter maintenance activities to reduce the salt requirement. {DOT} ○ Use the Water Resources Action Plan (WRAP) and other available resources to protect McHenry County from the projected reduction in water supply. {P&D} ○ Undertake a public education campaign on the necessary steps to reduce water consumption. {P&D, COM}
<p style="text-align: center;">Short-term Complex</p>	<p>3) Identify strategic areas for electric charging stations throughout the County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Define/determine the County’s policy and role on future County-use and non-county use electric vehicle charging stations. {CB} ○ Incorporate charging stations into the 2050 Comprehensive Plan and long-range transportation planning. {P&D, DOT} ○ Work with our municipal partners to identify viable locations for charging stations in commercial/retail areas to promote economic development. {CA} ○ Engage the R-1 Planning Group to identify grant opportunities for electronic charging stations. {CA}
<p style="text-align: center;">Long-term Routine</p>	<p>4) Reactivate drainage districts for future areas of development</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Appoint Commissioners to the drainage district boards. {Chair, CB} ○ Conduct a field tile inventory and develop updated maps of the exiting field tile systems county wide into a central repository. {P&D} ○ Engage the drainage districts to maintain and repair the field tile system {P&D, CB} ○ Incorporate into the development review process the impact a development will have on the field tile system and engage the drainage district accordingly. {P&D}
<p style="text-align: center;">Long-term Complex</p>	<p>5) Explore opportunities to exercise local control of solar and wind farms</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Monitor future legislation and advocate for opportunities to reinstate local siting control. {CB, CA} ○ Investigate options to require performance bonds for the decommissioning and removal of facilities at end of life. {CA, P&D}

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Economic and Workforce Development

Classification	Strategic Goals
<p>Short-term Complex</p>	<p>1) Undertake a County-wide marketing and branding initiative to promote the County's unique assets and quality of life to potential residents, visitors, and businesses.</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Support Visit McHenry County as the lead agency for the county-wide branding initiative. {CB, CA, MCEDC} ○ Adopt and integrate the new collaborative brand recommended by Visit McHenry County. {CB, Chair, CA, ORG, COM} ○ Develop, communicate, and consistently refine the 'McHenry County story'. {CB, COM}
<p>Short-term Complex</p>	<p>2) Identify strategies to promote the County specifically to the younger demographic</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Define the target demographic. {CB} ○ Tailor communications modes and content to engage the interest of target demographic. {COM} ○ Communicate and promote this strategic goal to municipal partners and other community service providers and generate support/interest. {CA, CC, COM} ○ Analyze employment, housing, cost of living, recreational/leisure opportunities, sense of place, transportation, connectivity, services, amenities and other factors that contribute to the quality of life to determine how they align with the needs and desires of target demographic. {CB, CA} ○ Based on the analysis, and preferably in collaboration with municipal partners, create a plan to enhance the amenities and elements desired and address those identified as shortcomings. {CA, COM, CC} ○ Lead a marketing campaign, preferably in collaboration with municipal and other relevant partners, to promote McHenry County and its offerings to the target demographic. {CA, COM, CC}
<p>Long-term Complex</p>	<p>3) Create and implement development strategies to rezone and/or reuse existing vacant structures (e.g., strip malls) and land parcels</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Work with municipal partners to identify viable economic development incentives, programs, and tools to promote the reuse or redevelopment of obsolete structures or uses. {CA, CC, MCEDC} ○ In collaboration with municipal partners, develop and institute programs and incentives to that can be offered to promote the reuse or redevelopment of obsolete structures or uses. {CB, P&D, MCEDC}

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	<ul style="list-style-type: none"> ○ Consider/recommend revisions to the UDO and storm water ordinances to provide regulatory incentives or credits that promote redevelopment activities. {P&D}
<p style="text-align: center;">Long-term Complex</p>	<p>4) Develop and implement strategies to match workforce skills with employer needs</p> <p>A) Build working relationships with the County’s manufacturing and industrial industries to identify areas of coordination and training opportunities with the County’s workforce (e.g., high schools, union halls)</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Through McHenry County Workforce Network Business Resource Team, engage employers to identify skills necessary for employment and identify skills gap. {WN} ○ Work with employers and training providers to develop and provide training opportunities leading to meaningful employment based on the skills gap analysis. {WN} ○ Provide active outreach to employers and job seekers to make connections to training and internships/apprenticeship opportunities which leading to employment. {WN} ○ Coordinate and support activities with EDC’s, High Schools, and CBO’s through: <ul style="list-style-type: none"> 1. Open House invite employers to BRT Meeting 2. Employer Spotlights 3. Work with employers to develop referral process for employee training 4. Hands on Demonstrations of jobs 5. Recruitment Events 6. Lunch & Learns
<p style="text-align: center;">Long-term Complex</p>	<p>5) Develop the Route 23/I-90 corridor to act as an economic engine for the County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Draft the 2050 Comprehensive Land Use Plan to support commercial and industrial land uses along the Rt. 23/I-90 corridor. {P&D, CB} ○ Collaborate with the City of Marengo to develop a sub-area corridor plan. {P&D, CA} ○ Support and assist the City of Marengo in pursuit of funding opportunities to construct water/wastewater utilities. {CA} ○ Work with the City of Marengo to develop a “corridor access management plan” for the Harmony Road corridor (Riley Road to Maple Street). This plan would be supported by both the City and the County and provided to developers to accelerate the permit approvals process. {DOT} ○ This corridor access management plan would likely include frontage roads and limit intersections to quarter mile spacing in accordance with the County’s Access Management Ordinance. ○ The County should encourage the City of Marengo to develop a similar access management plan for the IL 23 corridor (Harmony Road to Coral Road). ○ Consider contributing public resources towards building transportation improvements (example: intersections providing access into undeveloped lots) in advance of development occurring. ○ Market the Route 23/I-90 Corridor to perspective businesses and industries. {CA, MCEDC}

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	<ul style="list-style-type: none"> ○ <i>Consider incentives as may be warranted to attract desired business and commercial developments. {CB}</i> ○ <i>Assist with the preparation of area infrastructure through municipal coordination, lobbying, funding applications, and engineering to foster the growth of new industry. {CA, MCEDC}</i>
<p>Short-term Complex</p>	<p>6) Understand the workforce housing needs and availability in McHenry County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Create a taskforce to analyze/study workforce housing needs, availability, and opportunity in McHenry County. {Chair, CA}</i> ○ <i>Explore opportunities to reprioritize federal and state funding towards workforce housing programs. {CD, CB}</i>

Health and Social Services

Classification	Strategic Goals
Short-term Complex	<p>1) Institute a memory care unit at Valley Hi</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Re-engage MPA to update the market and cost analysis. {VH, CA} ○ Update the Valley Hi Financial Sustainability tool to incorporate anticipated capital and operating costs of a memory care unit. {CA, VH} ○ Engage professional services to design the necessary improvements based on the conceptual model and project scope and determine an estimated probable cost. {CB} ○ Appropriate the cost of design and construction in the Valley Hi capital plan. {VH} ○ Incorporate the additional operating costs into the Valley Hi Budget. {VH}
Short-term Complex	<p>2) Develop and implement a Public Health Strategic Plan to address the County’s aging population, offer continued support for health care services and needs, and identify health crisis prevention and response strategies</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Communicate this strategic goal to the McHenry County Board of Health, Senior Services Grant Commission, Mental Health Board, senior service partners and medical providers and request their collaboration to develop and implement this plan. {CB, CD, HD, MHB} ○ Work with senior service partners to identify gaps in senior services and senior health care. {HD, CD} ○ Create an ad hoc committee with representation from the McHenry County Board of Health, Senior Services Grant Commission, Mental Health Board, senior service partners and medical providers for the purpose of developing a Public Health Strategic Plan to address the County’s aging population. {Chair} ○ McHenry County to lead a collaborative effort to develop programs to support health care service needs. {HD, CD}
Long-term Complex	<p>3) Coordinate and improve the social services network in the County– continue to offer quality services, identify additional needed services, and work together for long-term operational and financial sustainability</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Assess current menu of services provided directly or indirectly through McHenry County and populations served to determine underserved populations and gaps in services needed. {HD, MHB, CD} ○ Prioritize needs and identify appropriate service providers to address the needs. {CB, CA, CD, HD, MHB} ○ If the County is the appropriate service provider, develop and fund programs to address the service need. {CB, HD, MHB, CD} ○ If the service need is best addressed through another agency or organization, commit to supporting the program or service with financial and organizational resources. {CB}

Responsibility Legend:

ORG = Organization CB = County Board Chair = Chairman SC = Standing Committees CA = County Administration CC= County Coordinator HR = Human Resources
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 Network MHB = Mental Health Board COM = Communications Staff MCEDC = McHenry County Economic Development Corporation FAC = Facilities PUR = Purchasing

4) Develop a plan for elder care around affordable housing & group home facilities; promote affordable/supportive living standards

Action Items:

- Conduct a study on the options, availability, costs and barriers for housing to serve the County's senior population. {CA, CD}
- Identify programs, services and resources currently available and investigate opportunities to coordinate/consolidate. {CB, CA}

Quality Infrastructure

Classification	Strategic Goals
Long-term Complex	<p>1) Evaluate the County’s infrastructure system and identify strategies to:</p> <p>A) Routinely maintain roads and bridges</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Prioritize maintenance activities over roadway expansion projects in the County’s Five-Year Transportation Program. {DOT, CB}</i> ○ <i>Continue to improve County bridges by replacing, rehabbing, and applying preventative maintenance techniques in a cost-effective manner. {DOT}</i> ○ <i>Complete the widening and reconstruction of the last remaining section of Randall Road (Alexandra to Acorn/Polaris) in the City of Crystal Lake and Lake in the Hills. {DOT}</i> ○ <i>Consider generating additional County transportation funds through bonding and a \$0.04 increase in the County Option Motor Fuel Tax (\$4,000,000 per year generated). {CB}</i>
Long-term Complex	<p>B) Work with the State of Illinois to widen Routes 47 and 31</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Advocate for State transportation projects through the County’s Legislative Program. {DOT, CB}</i> ○ <i>Commit County transportation funds for Phase II and Land Acquisition for the IL Route 47 and IL Route 31 projects. {DOT, CB}</i> ○ <i>Commit County transportation funds for the Construction of the IL Route 47 and IL Route 31 projects. (Cost Estimate: \$150,000,000). {DOT, CB}</i>
Long-term Complex	<p>C) Develop complete streets (e.g., connectivity, multi-modal) throughout the whole County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ <i>Finalize, approve, and implement the McHenry County Connection bicycle and pedestrian plan through the McHenry County Council of Mayors (anticipated completion by the end of 2021). {DOT, CC}</i> ○ <i>Identify priority projects and assist with seeking federal and state grant funding. {DOT}</i> ○ <i>Building upon the County’s Active Transportation Policy (R-201803-82-075), develop a “complete streets policy” for the McHenry County Division of Transportation as part of the 2050 Long Range Transportation Plan process. {DOT, CB}</i> ○ <i>Collaborate with municipal partners to encourage their corresponding support and endorsement of the complete streets approach and integration into a county-wide system. {DOT, CC}</i> ○ <i>Advocate for multi-modal transportation improvements in connection with any significant planned transportation project. {DOT}</i> ○ <i>Create an “INVEST IN MCHENRY” grant program modeled after a similar program in Cook County. The goal of the program is to grant County transportation dollars towards complete streets projects that would improve safety on the municipal and township systems. {DOT, CB}</i>

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	<ul style="list-style-type: none"> ○ Consider supporting this program through additional County transportation funds would be needed for this grant program and could be generated through a \$0.01 increase in the County Option Motor Fuel Tax (\$1,000,000 per year generated). {CB} <p>D) Promote the expansion of transit service in McHenry County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Examine scenarios to enhance current transit services including: <ul style="list-style-type: none"> • Expansion of MCRide service hours • Analysis of potential ridership and cost benefits if service levels on Pace 806, 807, and 808 routes were increased to provide mid-day service {DOT} ○ Explore costs and benefits associated with fare reduction/fare capping scenarios. {DOT} ○ Investigate costs and ridership potential for new transit programs including: <ul style="list-style-type: none"> • On-demand services such as TNC’s or Taxis • E-Bike / Bikeshare Program • Rural access to non-emergency medical transport. {DOT}
<p>Long-term Complex</p>	<p>2) Undertake an I.T. infrastructure needs assessment/gap study to determine approaches for providing high speed/broadband internet access throughout the whole County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ Assess high speed/broadband capabilities within the county and identify underserved areas. {CA, IT} ○ Identify options and models to expand high speed/broadband internet to the underserved areas. {CA} ○ Assess funding options and opportunities. {CA}
<p>Long-term Routine</p>	<p>3) Explore ways to expand recreational opportunities for all demographics across the County</p> <p>Action Items:</p> <ul style="list-style-type: none"> ○ In collaboration with MCCD and park districts, conduct a gap analysis to identify areas of need and underserved populations. {P&D, CA, CC} ○ Consider/recommend revisions to the UDO that promote recreational uses. {P&D, CB} ○ Incorporate recreational opportunities in the 2050 Comprehensive Plan. {CB, P&D} ○ Identify critical gaps and barriers in bicycle path network and connectivity to recreational areas and incorporate their installation in the Five-Year Transportation Program. {DOT, CB} ○ Support Visit McHenry County in its destination marketing efforts. {CB, CA} ○ Interconnect recreational pathways, bike paths, walking trails, snowmobile/ATV routes, and equestrian trails to improve recreational opportunities. {CB, CA, P&D, DOT}

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