

Vision 2020 Goals

Finance

- Create a path to close 2017 budget gap of \$709,000 without amending the budget
- Implement Vision 2020 of how Grundy County will look, what services will be provided and have a refreshed comprehensive plan update
- Develop an annual 3 year rolling financial forecast and long term solvency plan
- Identify and train two 6 Sigma Black belts to run efficiency improvement projects for Grundy County organization
- Partner with Treasurer's office to move towards paperless billing and voucher process
- Resolve all open issues resulting from the IRS audit. Develop and implement standard work to ensure that County is in compliance with all federal, state and local laws.
- Resolve all open issues resulting from the Mack and associates audit. Develop and implement standard work to ensure that the County is in compliance with all federal, state and local laws.
- Determine cost/benefit and practicability of centralizing purchasing for the County
- Explore options to shift revenue away from property tax structure as much as possible
- Implement 5% budget reduction by achieving efficiency targets in each department.
- Develop rolling business monitors to manage incoming revenues with outgoing expenses on a more real time basis.
- Implement rolling quarterly budget review.

Personnel, Insurance & Education

- Personnel
 - Implement end of year annual review process with goals cascaded through departments that align with County Board goals.
 - Move towards one sick day policy and structure for the entire County
 - Develop and execute plan to relocate payroll processing to different department
 - Implement 360 degree feedback plan for each employee
 - Ensure that all job descriptions are accurate and up to date for all personnel
 - Partner with HR manager to update Grundy County Personnel Manual
 - Partner with department heads and supervisors to improve moral and engage employees
 - Employee benefit program
 - Employee recognition
 - HR staff goals
- Insurance
 - Develop and implement plan to reach parity with neighboring Counties on County health insurance contribution levels within five years.

- Identify Safety Leader and execute safety plan that includes evacuation, severe weather and active shooter training.
- Utilize and publish proactive and reactive safety data (near misses, recordable injury frequency and lost time case frequency)
- Create safer environment that allow worker compensation costs to be reduced by 50%
- Develop plan for each building and area to have designated trained leaders that will oversee emergency and ensure all employees are accounted for in the event of emergencies or evacuations.
- Education
 - Conduct a smooth, seamless, transition from our current retiring employee Dana Agnich, to our newly hired employee Kay Mallaney.
 - We currently provide Notary Public Services. We would like to register and promote that service.
 - Upgrade, update our current fingerprint machines. We would also like to increase the usage of the machines as form of increased revenue.
 - Continue to look into ways to run Premier Academy more efficiently and effectively while increasing programs offered to our students.

Tax, GIS, Technology and Elections

- Technology
 - 2017 Goals
 - Maximize the use of CIC and IQM2 processes to ensure greatest amount of efficiency for the County
 - Streamline website pages (using internal resources) to make all data easier to locate and use
 - Continue server upgrade and consolidation plan
 - Move all old email servers into new process
 - Consolidation of purchasing with other departments for software and hardware.
 - Develop specific criteria for requesting new equipment
 - Reduction of work orders; departments to learn to solve simple IT problems.
 - Allocation of time to where the public uses the services. Information attained from google analytics.
 - Keep under budget.
 - Develop plan to offer gently used equipment for sale to the public.
 - Monthly reporting of staff time allocation
 - Internship
 - Phone system RFP
 - Printer fleet consolidation
 - Survey evaluations

2018 Goals:

- Installation of new phone system
- Virtual servers moved to 2016
- Continue with workstation upgrades
- Work on evaluating new software opportunities to reduce workload
- Quotes for new mail archiver for 2019
- Outside security audit
- Options for new election results for public viewing
- File structure-reconstructure/user rights

2019 Goals:

- Reduce overall budget
- Quotes for 2020 server replacement opportunities
- Implementation of new mail archiver
- Review fiber runs in all locations

2020 Goals:

- Replacement of physical servers to new virtual server hosts
- Move all County functions possibly under one umbrella.

- Assessor

STAFFING

- GET ALL PROPERTIES ASSESSED AND VALUED PROPERLY – per statute my department MUST do this for all properties every 4 years – will require substantial increase in my staff to get the job done properly, correctly, and within statute.

WEBSITE

- More user-friendly conveniences for public to review and compare their property to other 'like' properties
- Get all forms that the public uses online
- Put together a calendar of deadlines for all forms/submissions to reduce the number of phone calls and questions throughout the year

EDUCATION

- Continual education of staff to stay up-to-date on ever-changing statutes so that the public is always receiving correct and timely information

PUBLIC RELATIONS

- Educate (via seminar or Press Release statements) the public on what the valuation-assessment-taxation process is and what their role in the process is

SOFTWARE

- Computerize, computerize, computerize, and then when I'm done with that, computerize even more
- Continual evaluation of software (functionally appropriate, available, and practical) to improve work and information flow within the Assessors department as well as with the County Clerk and Treasurer offices.

PHYSICAL OFFICES

- In addition to making room for the additional staff that I will be taking on, I need to re-arrange the department (physically) so that we can communicate more

efficiently and effectively with each other. Our office is currently separated by a hallway, which is NOT conducive to ensuring that we are operating most effectively and efficiently

ORDINANCE

- Put together ordinance requiring engineering firms to use CAD systems and submit their control points in electronic form, for internal/GIS purposes only
- TOWNSHIPS
- Meet with the Township Supervisors to arrive at a multi-year plan of action and general understanding on how the process (and resulting payments) should work.
- Put together more thorough instructions for the Township Assessors for their Annual Meeting

- GIS

2017 Goals:

- Undertake previously outsourced parcel map maintenance as an in - house service, leveraging
- existing county licensed software, and upgrading our current cadastral data to the parcel fabric data model.
- Assist IT and county software vendors in upgrading the county's licenses of SQL Server.
- Update all backend scripting and querying processes to work with the new parcel fabric data model.
- Migrate existing Flex applications to JavaScript.
- Transition GIS Technician position from part - time to full - time.

2018 Goals:

- Develop a cloud hosted election results application for the general election.
- Prototype an assessment tool capable of mass appraisal of residential properties; given building characteristic data, location based analytics, and 3 year fair market valuations.
- Develop a culvert inspection and maintenance application that follows IDOT prescribed inspection intervals based on culvert condition, record and archive those field inspections, and record and archive maintenance/repairs performed on county maintained culverts.

2019 Goals:

- Re - capture aerial imagery of the county (last capture spring 2015).
- Develop a building inspection application covering each phase of the county's unincorporated residential permitting/inspection processes.
- Develop a data download portal for county maintained GIS data layers, and set update schedules.
- Plan, prepare, and commence adapting ETSB 911 data layers to fulfill the requirements of the NextGen911 data model.

- Elections
 - Work toward efficiencies in the election process, including polling place consolidation, early voting, and maximizing available technology
 - Streamline polling locations
 - Increase recruiting for election support staff
 - Marketing campaign to encourage all registered voters to vote
 - Continued Consolidation of Voting Precincts - within Polling Place locations (where allowable by statute).
 - Streamline Voting Day Procedures - making most of available technology, and striving to make Election Judge Processes as efficient as possible (when allowable by Statute).
 - Voting Equipment – look to begin research, comparison and testing for implementation of new voting equipment that will best suit County’s needs. (Current voting equipment: OS machines (15+ years old), TSX machines (11+ years old).
 - Voter Education Campaign - Continue to increase voter awareness, especially Voter Registration, Early Voting, and Vote by Mail services.
 - Funds – Due to ever-changing Election Codes, ensure sufficient funds are available to implement and administer all Grundy County elections fairly, efficiently and securely.
- Clerk’s Office
 - Implementation of Electronic Receipting System - increasing staff efficiency, and simplify End of Month and Monthly Fee Reporting processes.
 - Acceptance of Credit/Debit -cards for payments. Increased service to users.
 - Revisit 2013 Fee Study - implement any additional fee increases, if available.
- Recorder’s Office
 - Streamline monthly Recording processes - eliminate production of hard copy backup of all docs recorded each month. (Costs savings-printing, paper, staff time and storage space.)
 - Assessor Staff access to CIC Recording software - eliminating monthly production of hard copies for Assessor’s Office. (Deeds & P-Tax forms)
 - Acceptance of Credit/Debit- cards for payments. Increased service to users.

- Flat Fees - work with Recording staff and IACCR Association towards Illinois Recorders Flat Fee structure, ensuring no loss of revenue to County.
- Continued Education of Recording Users - RMIS (remote access/printing services) online records searching option, (monthly/yearly user subscription or online account.) Increase awareness of eRecording and MyDec to Recording users.

Legislative, Sheriff, VAC, Circuit Clerk, EMA, Coroner & Maintenance

- Circuit Clerk
 - Implement monthly revenue & expense work flow process to show details of revenue flowing from sheriff department all way to revenue generation or payment.
 - Improve website page
 - Improve jury selection process
 - Explore current processes to convert to paperless
 - Work with local agencies on the E-Citation software selection and implement process
 - Offer training sessions for the local Bar Association on the E filing process
 - Continue to seek out ways to increase efficiency with other departments we work with within the County.
 - Work to correct audit findings and budget practices

- Sheriff
 - Successfully resolve and ratify Deputy and Sergeants contracts
 - Deploy a shared database for traffic citations and notice to appear charges to eliminate triplicate data entry by three different departments (Sheriff, Clerk, SA).
 - Limit extradition for misdemeanor warrants to surrounding counties and cook county only. This will reduce labor for transports as well as liability in the Jail.
 - Work with the Clerk and SA office on deployment of electronic citations. Use the fees collected for e-citations to cover the annual costs (maintenance, hardware, supplies).
 - Continue to monitor crime statistics working to maintain the downward trend.
 - Replace two existing legacy T1 circuits with one lower cost fiber circuit to act as backup internet and provide LEADS connectivity (In process and should be completed by the end of 2017)
 - Continue to encourage the county board to explore the IMRF early retirement incentive program.

- Institute mobile roll calls.
- Eliminate \$12000 in Sergeant's Overtime by sharing roll call information electronically.
- Continue to increase revenue. Maintain current staffing levels to continue this upward trend in revenue.
- EMA
 - 2017
 - Grant Funded Purchases
 - IT network transfer back to County
 - Vehicle/equipment purchase
 - 2018
 - Funding for NIXLE
 - 2019-2020
 - Funding of EMA radios and system costs on the new 9-1-1 system
- Coroner
 - Continue to provide the most comprehensive death investigation 365 Days a year, 24 hour a day.
 - Stay active in educational seminars for training, some of which is required by State Standards. This has a direct effect on the county when there are people (deputy coroners) under my direction that are not trained properly, carrying out the duties of Coroner and by his or her actions results in the lawsuits.
 - Remain involved in Community programs to promote the safest environment for our residence.
 - A) drugs
 - B) Drinking and driving
 - C) Seat belt awareness
 - D) Work safety
 - E) Recreational safety
 - From a budgetary standpoint there are a number of items of interest currently and in the future that will be addressed. In 2017 the updating of camera equipment will take place. Expected expenses will be estimated at \$3,500.00. This will be purchased from grant money having no effect on my budget. A pill counting machine estimated at \$4000.00 is being reviewed at this time and if purchased would come from our special fund and again would have no effect on the budget. A new updated autopsy table is also being reviewed and if purchased at an estimated cost of \$4,500.00 would come from the special fund and again would not affect the budget.
 - ** The only item of significant cost would be updating the county vehicle in 2019. Currently have one year left on loan for our 2013. Estimated cost of this is \$8,500.00 per year for five years.
 - In an effort to continue the operations and goals of this department I find it imperative to keep staff as we have it today. As mentioned in goal number 1 and 2, this office responds and must continue to respond regardless of the time of

day or night, or if it's a holiday and or a weekend. Keeping this in mind, this office is able to do this with just three people with an occasional call out deputy. One of the three people I mentioned is the administrative deputy who spends much of her time with mandated filings of reports and paperwork to State, Local and private agencies.

- VAC
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- ETSB
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- State's Attorney
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- Public Defender
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Highway & GTS

- Highway
 - Complete IGA for Brisbin Road North
 - Finalize four lane Ridge Road plan with railroad overpass widening so that all work is completed by end of 2018
 - Implement & execute the 5-year road upgrade plan that was passed in fall of 2016
 - Resolve Highway personnel contract
 - Continue to update and improve highway website with bridge postings, location of construction projects, highway department history
 - Purchase ROW for Brisbin Road improvement
 - Finance construction of Brisbin Road improvement by 2020 without going out for bonds.
 - Partner with surrounding counties, EDO's and municipalities to develop comprehensive infrastructure plan that best suits the residents.
- GTS
 - Successfully manage service bid process

2017

 - Develop more sustainable sources of local match
 - Begin tracking on-time records to aid in development of process to improve service times

2018

 - Work towards ride coordination with contiguous counties
 - Distribute customer satisfaction surveys to find areas of our service that need improvement
 - Obtain Maintenance tracking software

2019

- Continue to track ridership to determine when to add additional dispatcher for high volume times of day.
- Regular status meetings with staff to determine where we are now, what we want to focus on going forward, what we need to improve in our service.

Land Use, Facilities & Animal Control

- Animal Control
 - Complete a safety review (Manager has expressed concern over safety) with help from CCMSI
 - Explore options to accept credit card payments
 - Implement plan to achieve 5% annual efficiency target
 - Continue exploration of fee model that can move Animal Control department nearer to self-sustaining within its funds.
- Facilities
 - Develop plan for abnormal staircase in courthouse.
 - Develop 5 year proactive maintenance plan for County assets
 - Consolidate Maintenance departments and form a single building and grounds department to oversee all County Owned Assets.
 - Asbestos removal- 05/06/2014 Proposal- 3 phase asbestos removal in Courthouse- \$36750 Total.
 - Tuck-point east/west walls of Courthouse- 07/21/15 Proposal- \$35000.
 - Install A/C in old section of jail as recommended by County Jail Inspections for health and safety of inmates and staff. 08/07/15 Proposal to retrofit A/C system to existing system- \$35500.
 - Develop capital plan to replace old toilets and fixtures. Approximately fifty-five (55) toilets. Immediately replace three (3) non-working toilets (cells with no toilets cannot be utilized).
 - Repair top bunk in jail cell. Currently cannot utilize cell for safety reasons.
 - Replace roof on Courthouse. 02/02/16 Proposal- \$168320
 - Replace roof on Sheriff's Office. 09/07/16 Proposal- \$22800.
- Land Use
 - Get the LOMR flood maps updated
 - Evaluation to land use contractor
 - Staffing Changes
 - GIS aid in expanding 2030 Comprehensive Plan
 - Stormwater Management enforcement
 - Grant Writer position

Health Department

- Explore service level, operational, and fee structures that will move the department away from reliance on general fund subsidy.
- Develop a framework for consistent professional and performance development for all health department employees.
- Optimize the revenue streams within Health Department
- Provide comprehensive public health service to the residents of Grundy County by maximizing internal resources and external partnerships.
- Create marketing strategy to educate the community on public health topics
- Identify Health Department accreditation sources and maintain existing accreditation and program requirements
- Ensure compliance with IPLAN and HD certification requirements
- Gather data to assess current services or the need for additional services in the County
- Develop and implement a system by which we assess client satisfaction
- Implement the new ezEMRx and environmental health electronic software using clearly defined processes and guidelines.
- Work with IT to develop an efficiency/budgetary plan that addresses the use of technology equipment within the Health Department