

## FY2016 STRATEGIC PLAN IMPLEMENTATION HIGHLIGHTS:

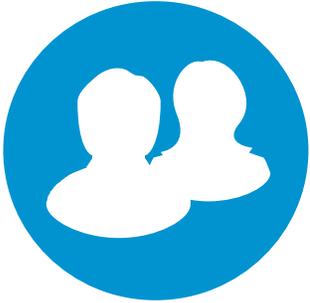
In November 2015, the County Board revised and updated the Strategic Plan for DuPage County government. This year-long planning process involved significant public engagement, including surveys with community organizations, County staff and elected officials. Additionally, a public comment and review period was initiated to gather even more public input. To implement the Strategic Plan in FY2016, County departments developed a set of defined strategic initiatives with the goal of advancing the five strategic imperatives, which are at the core of the Strategic Plan (*Quality of Life; Financial Planning; Customer Service; ACT Initiative; and Economic Growth*). Over the last fiscal year, departments have continued to pursue their initiatives while reporting progress back to their parent committees. A mid-year implementation report was developed in June 2016 to summarize departmental progress that had been made to that point in the fiscal year. This document offers a comprehensive summary of progress made by County departments during FY2016 in implementation of the Strategic Plan. As we begin a new fiscal year, County departments are now focused on implementation of their FY2017 strategic initiatives and will continue to periodically report progress back to their parent committees to maintain accountability.



### Strategic Plan (Five Strategic Imperatives)

	<b>Quality of Life</b>	<i>The County must define and fulfill its role in supporting and enhancing the quality of life for County residents.</i>
	<b>Financial Planning</b>	<i>The County must undertake comprehensive financial planning to ensure a sound and sustainable fiscal future.</i>
	<b>Customer Service</b>	<i>The County must continue to enhance a culture that promotes excellence in customer service to an increasingly diverse population.</i>
	<b>ACT Initiative</b>	<i>The County must build on the successes of the ACT Initiative and implement principles of quality and leadership across government.</i>
	<b>Economic Growth</b>	<i>The County must foster the continued growth of its economy.</i>

## QUALITY OF LIFE



- The Community Services Department is developing an end of year progress report from the Homeless Continuum of Care which will assist in development of a countywide plan to end homelessness.
- The DuPage Convalescent Center (DPCC) Admissions Department is tracking all referrals and applicants through routine analysis and data collection to identify trends and patterns in care needs. The DPCC has continued its participation in existing networks and is actively pursuing new preferred provider networks with hospitals, physician groups and managed care organizations. These actions allow the DPCC to monitor and identify long term care needs of the aging and disabled population that require subsidized care and housing.
  - The DuPage Convalescent Center (DPCC) is adjusting its operational plans in conjunction with the fluctuating needs of the population it serves by reviewing admissions criteria and implementing changes based on data.
  - The Public Works Department is working to provide Lake Michigan water to over 40 properties at the request of local residents, and has participated in public meetings and discussions to help identify next steps.
  - The Public Works Department developed a plant optimization plan to determine the ability to remove phosphorus and other nutrients at the Woodridge-Greene Valley and Knollwood plants. A consultant developed a model of existing conditions in both plants to create plans for current and future improvements. The plan was approved by the IEPA in 2016, and an RFP was used to select a design firm. Public Works anticipates construction in the spring 2017.
- The Office of Homeland Security and Emergency Management (OHSEM) developed a Rail Hazard Specific Emergency Response Plan and grant funding for the project has been obtained. A table top and full-scale exercise was held in August 2016. Additionally, a Hazardous Materials Emergency Response Plan is being developed by the Local Emergency Planning Committee (LEPC).
- The County's Environmental Division worked with municipalities to adopt the County's model partnership resolution committing to the Cool DuPage goals, and progress has been made in expanding social media and email outreach. Seven municipalities adopted the model partnership resolution and a communications link has been launched to keep communities in the know about programs and incentives. Cool DuPage information has also been shared in the County's external newsletter ("Cool DuPage Tips") and was exhibited at the Conservation Foundation's Environmental Summit.
- The Environmental Division helped to form an agreement for the continued collection of electronics, including the expanded collection of TVs and monitors at two existing municipal partner sites. The division also added one additional collection site in Burr Ridge. Additionally, a foam packaging and latex paint collection program was held in the summer 2016, which recycled 20 cubic yards of foam packaging and collected, recycled and redistributed 3,175 gallons of unwanted latex paint from 1,200 residents.
- An online Recycling Guide was developed by the Environmental Division allowing users to sort by type of waste item, and the County's website has been updated with information on electronics recycling.
- The Building and Zoning Department has implemented changes in the adjudication process to allow for "agreed orders" which expedite the adjudication process for compliance and penalties. Staff is consolidating code enforcement inspections, adjudication and supervision into one group to ensure efficient processing and completeness. Building and Zoning has also implemented changes to allow Code enforcement officers to report directly to the Planning and Zoning Division which creates better continuity and ordinance

interpretation.

- The Building and Zoning Department initiated a DuPage County Revitalization (or “Clean and Lien”) program with code enforcement to address distressed properties, and received a budget allocation of \$50,000 for FY2017. The department is also seeking grant assistance from other governmental agencies to support the program.
- County Board staff continues to provide operational and communications support to the DuPage County Coalition Against Heroin which actively promotes awareness of heroin and opioid abuse across DuPage County. Through a County grant, the Robert Crown Center has now provided heroin education to over 4,300 students from 17 schools (seven new schools in 2016). The County also funded Project Connect, a program that offers resources to DuPage residents seeking to end their heroin addiction. The County is actively participating in the Chicago Area Opioid Task Force (CAOTF) which aims to address regional opioid issues, and DuPage County led efforts to organize a regional, one-day summit that advanced heroin and opioid education and awareness.

## FINANCIAL PLANNING

- The Animal Care and Control facilities received \$100,000 of improvements in FY2015, and another \$950,000 of improvements were made in FY2016. The newly renovated Animal Shelter reopened in May 2016 with noise abatement upgrades along with improvements to lighting, air filtration, heating/cooling systems, electrical and fire protection.
- The DuPage Convalescent Center (DPCC) is actively monitoring the impacts of case-mix changes put into operation and is making recommendations to further improve bed utilization. The DPCC increased beds in operation to 347, while the facility averaged a 2.8% increase in patient days and a 12.9% increase in Medicare/insurance patient days in 2016.
  - The Finance Department launched a new Budget Module (d/EPM) under controlled availability in April 2016 and upgraded its software in May. The department anticipates a release for general acceptance in May 2017.
  - The Finance Department installed an accounts payable automation system in November 2016, and anticipates a gradual rollout beginning in December 2016.
  - The Public Works Committee and County Board approved a contract to assist in the development of a comprehensive 20-year capital planning tool. Public Works anticipates a contract in February 2017.
  - The 421 Traffic Court has been relocated to the Judicial Facility to provide easier access and better security, and the Downers Grove Traffic Court has received both security and functionality upgrades. The Glendale Heights Traffic Court will be shut down and moved to the Judicial Facility further improving Traffic Court security and saving \$70,000 annually.
- The Building and Zoning Department initiated a revision to the County’s Building Code to address the Community Assistance Visit (CAV) assessment and reconciliation process, and continue with joint review and reconciliation to improve the County’s flood insurance rating which helps to lower flood insurance rates for unincorporated residents.
- The Information Technology Department updated its Strategic Technology Plan (STP) for all Countywide Elected Officials and County Departments identifying various technology projects from all entities while identifying efficiencies.
- The Public Works Department is providing services to municipalities in cases where County services are determined to be more cost



effective than a third party contractor.

- The Public Works Department anticipates a Du-Comm contract in January 2017, which will also provide wetland creation, floodplain creation, flood protection berms and expand parking for the County campus immediately behind the OHSEM and along Winfield Creek.
- The Public Works Department developed an annual Capital Plan for DuPage County.
- Facilities staff is analyzing all County facilities to determine long-term maintenance and replacement needs.
- Stormwater Management implemented a Stormwater Maintenance Crew, which is providing priority for maintenance to Stormwater facilities. This dedicated crew also improves customer service as assistance for communities will increase.
- Stormwater Management staff has developed and implemented a Stream Collector App, incorporated wetland maps onto GIS layers and is working with County IT to optimize continuity of operations.
- The Supervisor of Assessment's Office is working with the Finance and Information Technology Departments along with other real estate tax stakeholders (including the County Clerk and Treasurer) to develop a roadmap to migrate off the legacy based tax administration system.
- The Division of Transportation initiated development of a 25-year comprehensive plan that will establish the current state of the County's transportation infrastructure and identify improvement priorities and financial considerations for leaders to consider. A consulting team has been selected and a stakeholder involvement plan is currently underway.

## CUSTOMER SERVICE

- The Community Services Department has consolidated the Information and Referral units (for those under 60) and information assistance units (for those over 60) to provide more comprehensive services for residents in need. 23 Information and Referral Specialists, Coordinators and Managers have been cross-trained in all programs. I&R job descriptions have been re-written to reflect entry-level, mid-level and highly skilled positions. The consolidation increases the capacity of the department to serve all clients, particularly those in multi-generational families.
  - The Community Services Department has improved the County's web-based database of community resources (DuPage CRIS website) to ease use, create more accurate search results and improve branding to be clearly identified as a County provided resource.
  - The Community Services Department initiated an effort to streamline and improve its client satisfaction survey process. The department developed standardized questions and is in the process of data gathering and analysis.
  - The DuPage Convalescent Center (DPCC) developed and implemented newly realigned organizational values (Safety, Respect, Partnership, Promptness and Stewardship) and reinforced those values with employees through a variety of events and small group discussions. As part of the new organizational values, the DPCC also revamped its employee appreciation program and is working to educate residents and families.
- The DPCC is measuring levels of internal and external customer satisfaction. In 2016, the DPCC partnered with the Center for Governmental Research (CGR) to conduct surveys that identified opportunities for improvements at the facility. Additionally, the DPCC is surveying residents, families and staff, and will review the results to determine new goals.



- The Human Resources Department is working with the Information Technology Department on testing and launching an Employee Self Service module, which is expected to go live in early January 2017.
- The Human Resources Department continues to work with departments on continual professional development for County staff. Recently, the department obtained approval for continuation of its Employee Assistance Program (EAP), which makes use of an external resource (Workplace Solutions).
- OHSEM recently created an Employee Response Guide to address how emergency situations are handled on the County Government Complex. OHSEM staff have held 16 Emergency Response Guide trainings for over 600 County employees.
- OHSEM has begun enhancing volunteer support for emergency operations through recruitment of a Medical Reserve Corps (MRC) and Auxillary Communications (AuxCom) team that assist in the department's mission during emergencies and disasters.
- The Supervisor of Assessment's Office compiles data and makes monthly updates to its property lookup portal, which allows taxpayers and other stakeholders to view sales price and other basic property sales data. This data includes 300,000 property transfers that have occurred in DuPage County since January 2000.
- The Supervisor of Assessment's Office has focused on training its staff in trade specific, technical and general customer service related training within the department.
- County Board communications staff launched "Talk DuPage," a group of 28 municipal communicators in December 2015 which helps get County news and information to municipalities. Staff also achieved a media placement rate of 90% or higher on the ratio of County news stories placed.
- County Board communications staff grew the County Board district external newsletter list to over 8,700 subscribers and reached an open rate of 29.5%, which stands above the industry average of 22.8%.
- The Information Technology Department implemented "Fire-Eye," an advanced anti-malware application, and procured next generation firewalls while strengthening overall network security through hardware and software changes.
- The Information Technology Department rolled out Cyber Security Awareness training for employees in 2016, and a Cyber Security Awareness segment was added to the New Employee Orientation.

## ACT INITIATIVE

- The Transform Illinois coalition was formalized and held its first conference to promote and expand upon the principles of the ACT Initiative through collaboration and legislative advocacy.
- The County Board approved a resolution in June 2016 to dissolve the Century Hill Street Lighting District and consolidate all of its functions with the County's Division of Transportation, which established professional oversight of the system and improved operational efficiency.
- The County DOT, Public Works and Finance Departments forged a relationship with the DuPage Municipal Partnering Initiative (MPI) to identify additional opportunities for shared procurements. The County developed a list of cooperative purchasing contracts which allow municipalities and other local governments to take advantage of County contractual terms and pricing when agreed to by the vendor. Public Works is now jointly procuring its underground



- sewer lining services with the DuPage MPI, which is saving \$28,000 in 2016.
- County Board staff created a new educational ethics ordinance pamphlet and flyer, which the County Ethics Commission approved at its March 2016 meeting. The pamphlet is now included in new hire orientation packets and the flyer is posted in prominent locations on the County's website to further assist in understanding of the ethics ordinance and its regulations.
  - County Board staff launched a Lean training Crash Course and developed a six module Lean webinar to facilitate new hire training in five previously trained departments (Community Services; DOT; Stormwater; Public Works-Building and Zoning; Convalescent Center). This action improved sustainability for the Lean initiative, which continues to empower staff to pursue process improvements and enhance customer service.
  - OHSEM has consolidated the Health Department's Office of Risk and Emergency Management (OREM) in 2016 in order to leverage efficiencies and best protect the public in emergency situations.
  - The Information Technology Department created a shared services agreement with the DuPage County Forest Preserve District for GIS services, saving the Forest Preserve District \$126,000 annually in personnel, hardware and software costs. The Department is now sharing data with other agencies across the County through the open data sharing policy and is in the process of creating a GIS services survey to determine and assess the full GIS needs of each organization.
  - The Information Technology Department implemented an IT Enterprise Automation system which reengineered IT Operation's approach to business process management, customized work routines and decommissioned legacy monitoring systems and monitors, saving \$27,000 annually.
  - The Public Works Department worked with Burke Engineering to complete a comprehensive review of the Salt Creek Sanitary District and Highland Hills Sanitary District to determine if operational changes could be made to achieve efficiencies and improve levels of service for their customers. It was determined that Salt Creek Sanitary District had made significant improvements over the past four years and their operation is in good shape moving forward. Alternative service options for Salt Creek were explored, but no substantial benefits were identified. The Burke report found that the Highland Hills Sanitary District had also made significant improvements to its operation and infrastructure, but further determined that an alternative service option should be considered by residents. The County is currently partnering with the district to engage residents on an option for the County to provide Lake Michigan water and the Flagg Creek Sanitary District to assume responsibility for the Highland Hills sewer system.
  - Stormwater Management is working toward being considered a Qualifying Local Program (QLP) for future IEPA Notice of Intent (NOI's). The Water Quality group has formed a steering committee of communities to get a draft agreement for DuPage County communities interested in participating in a regional watershed NOI permit. Additionally, Stormwater Management has been working with dual County communities to assist them with completing the NOI requirements outside of DuPage County.
  - The Division of Transportation has developed and implemented various joint bidding and purchasing opportunities with municipal agencies and partners, to include crack sealing, salt procurement, traffic signal maintenance and pavement markings.
  - The Division of Transportation added joint purchasing language to all of its standard material purchase contracts and began working closely with the DuPage Municipal Partnering Initiative (DuPage MPI) in 2016 to expand upon its success.

## ECONOMIC GROWTH

- The Building and Zoning Department completed a revision to the County's building and residential codes to stay current on industry trends, enhance consistency and improve efficiency for contractors working across multiple jurisdictions.



- The Building and Zoning Department revamped its permit intake process and streamlined the tracking of permits to include an automated permit technician assistance counter for customers with a screen indicating their wait time and status in the cue. Additionally, staff has been reorganized to better coordinate workflows and improve the overall permitting process. These changes have reduced wait times for processing of larger permits and better promote development activities.

- The Building and Zoning Department has engaged with its municipal partners to begin a North Avenue Corridor Study, and has initiated discussions with the City of Naperville regarding an outline for the 75<sup>th</sup> Street and Route 59 Planning Corridors.

- Stormwater Management, Building and Zoning, Public Works and County DOT are collaborating on a central permitting system. An RFP was issued and three firms provided a proposal and demonstration. A group made up of staff in each department is reviewing and evaluating the options and costs, and will be working on a recommendation to their respective committees in the coming months.

- The Division of Transportation is reformulating the Impact Fee Advisory Committee and intends to initiate a review of the impact fee ordinance in FY2017 to recommend appropriate revisions to the Transportation Committee and County Board.
- The Division of Transportation is working with the Regional Truck Permitting Program (RTPP) and CMAP to improve the permitting process for overweight/over dimension trucks throughout the region. County DOT has reviewed and recommended revisions to pertinent ordinances to accommodate the aims of the RTPP and anticipates a final report from the group in June 2017, which will allow participants to pursue integration into the IDOT automated system.