



# DUPAGECOUNTY

FY2019 STRATEGIC INITIATIVE IMPLEMENTATION SUMMARY



Strategic Planning Committee  
February 11, 2020



### FY2019 STRATEGIC INITIATIVE IMPLEMENTATION SUMMARY

Six core strategic imperatives (Quality of Life; Financial Planning; Customer Service; ACT Initiative; Economic Growth; and Diversity & Inclusion) make up the core of the County’s Strategic Plan. **In FY2019, each County Board jurisdiction department identified up to five strategic initiatives, for a total of 57 strategic initiatives being pursued during the current fiscal year.**

In 2015, the County Board revised the Strategic Plan for DuPage County government. The year-long process to update the Strategic Plan included significant engagement of DuPage residents, elected officials, county staff and community organizations. Beginning in FY2016, each County Board jurisdiction department identified strategic initiatives to pursue which advance the five strategic imperatives identified in the plan. FY2019 represents the fourth year for implementation of the Strategic Plan.

Since the beginning of the fiscal year, departments have taken steps to advance their strategic initiatives, and in coordination with their parent committees, have periodically provided updates regarding implementation progress. This FY2019 Strategic Initiative Implementation Summary provides highlights from FY2019 departmental reports. In the body of the document, strategic initiatives are listed by department and arranged under the associated strategic imperative they impact. Highlights of actions taken, and milestones achieved, during FY2019 are provided immediately below each initiative.

Continued implementation of the Strategic Plan is fundamental to the County’s success. Each department is committed to implementation of the plan as an ongoing responsibility and as part of their regular operations to ensure continued success. County leaders assess and prioritize departmental initiatives reviewing their viability and financial impact. The following report provides a snapshot of each strategic initiative and the corresponding strategies of DuPage County government to implement its Strategic Plan.



**QUALITY OF LIFE:** *The County must define and fulfill its role in supporting and enhancing the quality of life for County residents.*



- **BUILDING AND ZONING:** Comprehensively review Code Enforcement Processes and Regulations.
  - The County and DuPage County Health Department completed the necessary arrangements for the Health Department to utilize the County's Administrative Adjudication Program, allowing the Building and Zoning Department to hear Health Department violations to help streamline the enforcement process.
  - Building and Zoning staff is continually looking to improve the code enforcement process and share services with other organizations.
  
- **CAMPUS SECURITY:** Continue to upgrade the Video Surveillance and Access Control System, a six-year Capital Improvement Initiative that began in 2016.
  - New, advanced cameras were installed in buildings and parking garages throughout campus.
  - The C-Cure System has been fully upgraded from the 800 System to the 9000 System.
  
- **CAMPUS SECURITY:** Increase the overall security of the DuPage County Campus.
  - Throughout 2019, Campus Security conducted numerous Active Threat Trainings for employees on campus.
  - With the assistance of Facilities Management, new Nightlock/Lockdown Devices have been installed in identified rooms in each department to provide refuge for employees, if necessary.
  - Increased signage to control public access to certain areas on campus.
  
- **CARE CENTER:** Continue to provide assistance in the community for the indigent senior and disabled populations.
  - Continued to meet the needs of the surrounding community by maintaining an occupancy rate of 94% at the Care Center.
  - The DuPage Care Center Pharmacy collaborated with the Dispensary of Hope and the DuPage Healthcare Coalition to form the DuPage Dispensary of Hope, serving over 380 individuals and processing approximately 3,900 prescriptions in 2019.
  - As a member of the Northwestern Preferred Provider Network, the DuPage Care Center has improved the quality of life for short stay and long-term residents with complex medical conditions, including those who may require subsidized care and/or housing due to aging or disabilities.
  - The Nurse Practitioner model has been added to the adjunct Physician coverage, which has assisted in managing re-hospitalizations and emergency room visits.
  
- **CARE CENTER:** Maintain a 5-star Quality Rating Status, as determine by the Centers for Medicare and Medicaid, to provide consumers, families, and caregivers the necessary information to choose a high-quality nursing home.
  - The DuPage Care Center continues to maintain its overall quality rating between 4 and 5 stars – a designation by the Centers for Medicare and Medicaid Services – due to a combination of high scores in clinical quality measures and quality of staff.

- Recognized by the National Nursing Home Quality Care Collaborative Honor Roll as being in the top 10% of U.S. nursing homes for the excellent performance in quality measures in 2019.
- The DuPage Care Center has continued to improve the quality of life, and quality of care and services in nursing homes, due to the effective Quality Assurance & Performance Improvement program.
- **COMMUNITY SERVICES:** Increase public awareness of County resources.
  - In 2019, the Community Services Department attended 126 events throughout the community, including health fairs, senior fairs, and school-based resource fairs, to provide an opportunity to speak with residents who may not be aware of the wide variety of social services provided by the Department.
- **COUNTY BOARD:** Continue combating the County's heroin and opioid crisis by supporting the work of the HOPE Task Force.
  - Continuation of the Heroin/Opioid Prevention and Education (HOPE) Task Force was announced by the County Board Chairman in early 2019 with the goal of comprehensively addressing the heroin/opioid epidemic by bringing together elected officials and experts from various fields, including: healthcare, law enforcement and substance abuse disorder treatment providers
  - Meetings of the HOPE Task Force have been hosted quarterly in 2019 to prepare recommendations for how best to comprehensively address the heroin/opioid crisis.
  - The F.O.C.U.S. Court and probation program won the National Association of Counties (NACo) Achievement Award for its innovative focus of diversion for first-time, non-violent substance use offenders. This program was funded in part by the grant provided for by the County Board in 2018.
  - The HOPE Task Force hosted an informational discussion with Congressman Raja Krishnamoorthi (IL-8) in Spring 2019.
  - The County Board provided \$100,000 in the FY 2020 Financial Plan to the DuPage Health Department for continuation of funding for innovative ways to combat the heroin and opioid epidemic in DuPage County.
- **ENVIRONMENTAL DIVISION:** Develop recycling and disposal options for hard to manage items in the DuPage County residential waste stream, such as latex paint, household hazardous wastes (HHW), and electronics.
  - Continued existing electronics recycling program at various sites throughout the County, with two more collection locations added in 2019.
  - Continued to encourage communities to host paint recycling programs that led to DuPage communities collecting more than 5,000-gallon containers of latex paint which were collected by a private company.
  - Continued to provide sponsorship funding for document shredding events.
  - Worked with State Recycling Task Force and the Illinois Environmental Protection Agency (IEPA) to utilize new recycling webpage template.
  - Provided support to the DuPage Health Department and the IEPA for used or unwanted sharps/needle collection locations.
  - Continued to offer sponsorship funding for the Regional Household Hazardous Waste Facility in Naperville.
  - Held a one-day recycling event at the Woodridge Greene Valley Facility; collected 30 square yards of Styrofoam, 15 gallons of cooking oil, 55 propane cylinders, and 1,197 gallons of paint.

- Held a one-day Illinois EPA HHW collection event in Bensenville.
  - Ongoing outreach to the community about contamination in the recycling stream and education on the proper handling of lithium ion batteries.
- **ENVIRONMENTAL DIVISION:** Facilitate the goal of reducing greenhouse gas levels by 20% by 2030 and sustain other Cool DuPage goals through education efforts.
    - Achieved SolSmart designation and participated in the Solarize Chicagoland program, which resulted in 44 solar installs in DuPage.
    - Supported and sponsored renewable energy efforts with ComEd & Nicor under the Future Energy Jobs Act.
    - Continued outreach efforts via social media, website, and email communications to provide environmental education & information to residents & businesses.
    - Enlisted partner communities to share the Cool DuPage goals and encourage participation by sharing newsletter articles for greater penetration into the community.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** Continue strategic efforts to improve the County's continuity of operations plan/continuity of government (COOP/COG) into 2020.
    - While the first draft of the County COOP was completed in 2018, OHSEM has continued to move forward with planning efforts to make the County more resilient.
    - OHSEM began to update the County COOP in 2019 and is coordinating an effort to re-survey the County's 53 off-site facilities in early 2020. OHSEM is currently collaborating with the DuPage County Recorder's Office to develop a COOP.
    - OHSEM completed an organizational-wide COOP for the DuPage County Health Department (DCHD) in November 2019 following two COOP-related exercises, one in February focusing on the residential site and one in May focusing on the Crisis Management Team (CMT).
    - In July 2019, OHSEM conducted a relocation drill, during which the County Emergency Operations Center was moved to DCHD's Community Center.
    - In September 2019, OHSEM and the DuPage County IT hosted a COOP workshop focused on notification and decision-making.
    - After Action Reports (AAR), have been developed for each of these exercises to update plans based on results.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** Work with DuPage Municipalities and Fire Protection Districts to ensure that their disaster plans are completed with the detail and accuracy required by the revised standards of the Illinois Emergency Operations Plan (EOP).
    - OHSEM has hosted training workshops to educate local emergency management coordinators on the State Threat and Hazard Identification Risk Assessment (THIRA) process, the State's Continuity of Operations Plan (COOP), and the Continuity of Government (COG) tools.
    - OHSEM completed a County-wide Disaster Intelligence and Damage Assessment Annex and a County-wide Mass Fatality Annex, which are available to be used by DuPage municipalities in order to meet the new requirements.
    - OHSEM has developed templates to guide municipalities in updating their Direction, Control, & Coordination Annex and their Warning & Emergency Information Annex.
    - OHSEM is currently collaborating with the DuPage County Division of Transportation (DOT) to create a County-wide Evacuation and Population Protection Annex and is expected to be completed in mid-2020.

- **INFORMATION TECHNOLOGY:** Working in cooperation with Northeastern Illinois Counties utilizing GIS to combat the opioid crisis and keep participants informed on the changes in and around the region.
  - The Department has planned discussions with Northeastern Illinois counties to discuss current and future needs for geospatial data.

**COMPREHENSIVE FINANCIAL PLANNING:** *The County must undertake comprehensive financial planning to ensure a sound and sustainable fiscal future.*



- **BUILDING AND ZONING:** Continue to take action to reduce the County's flood insurance rating to help reduce flood insurance rates for residents in the unincorporated areas.
  - DuPage County has officially completed the enrollment process into the FEMA CRS program with a rating of 6. This has the potential to reduce flood insurance for residents in the unincorporated areas by up to 20%.
  - Staff is continuing to examine additional initiatives that could potentially lower the rating in the future. Items such as having the County's Natural Hazard Mitigation Plan included into the analysis of future ratings.
- **CARE CENTER:** Continue to maintain financially sustainable programs and policies to work within the budget without any decrease in quality of care.
  - Maintained a balanced budget for FY2019 while continuing to provide high-quality care and services to those in need.
- **FACILITIES MANAGEMENT:** Develop a comprehensive long-term Court Needs Assessment Plan that includes an overall analysis of remote traffic court locations.
  - As part of this plan, it will be necessary to identify and develop a plan to meet future anticipated court expansion needs. Facilities Management has completed negotiation of new leases for satellite traffic courts, each of which have a ninety day-out clause.
  - Completed discussions with the 18<sup>th</sup> Judicial Circuit Court regarding consolidation and staggering of calls.
  - Staff is currently working on two options to replace the Downers Grove Branch Court, collecting data for the County Board to decide in early FY2020.
- **FACILITIES MANAGEMENT:** Develop a Southwest Campus Master Plan to guide future improvements in a staged and financially viable approach as the Division of Transportation reviews the current and future space needs and uses for the available land area around the Wheaton Campus for its purposes and the needs of other departments.
  - A consultant has been selected and a contract has been awarded through the County Board. The consultant is expected to start work on this during FY2020.
  - Facilities Management issued a notice to proceed and scheduled a kick-off meeting with the consultant in the fourth quarter of FY2019.
  - Facilities Management and the Division of Transportation conducted both department space and operating needs assessments in the fourth quarter of FY2019.

- Facilities Management and the Division of Transportation is preparing to develop alternative scenario plans in the first quarter of FY2020 and expecting to recommend the Master Plan in the Spring of FY2020.
- **FINANCE:** Maintain a long-term focus on County operating and capital needs to facilitate informed decision making.
  - The Finance Department continually assesses needs across multiple five- and ten-year operating, maintenance, and capital plans; including the Care Center, Drainage, Facilities, Information Technology, Public Works, Stormwater and Transportation.
- **FINANCE:** Expand Accounts Payable automation.
  - The MHC program went live on January 9, 2017 with routing implemented for the Finance Department.
  - The Finance Department successfully rolled out to remaining Countywide Officials and County Board jurisdiction Departments in 2019 with the exception of Emergency Telephone System Board (ETSB).
  - The Finance Department will monitor upgrades to MHC to determine future viability of OCR scanning.
- **FINANCE:** Implementation and maintenance of the budget development system.
  - The Department has successfully rolled out the Oracle Planning and Budgeting Cloud Service (PBCS) to Countywide Officials and County Board jurisdiction Departments for budget data entry in May 2019.
  - The Department will continue to utilize PBCS throughout the FY 2021 budget development process and beyond.
  - Work has continued on the compensation model and publishing (known as the Enterprise Performance Reporting Cloud Service).
- **FINANCE:** Develop comprehensive financial and procurement policies and procedures.
  - The Finance Department has identified policies and best practices so as not to overburden staff, and updates will be coordinated with the State's Attorney's Office.
- **FINANCE:** Diversify the General Fund revenue base and develop or maintain self-supporting Special Revenue Funds.
  - The Finance Committee and County Board approved various revenue enhancements to diversify its revenue base in FY 2019.
  - The Finance Department remains focused on opportunities to diversify revenue sources as part of the budget process and will be monitoring ongoing progress.
- **INFORMATION TECHNOLOGY:** Modernize the IT infrastructure at the County Campus.
  - In the previous Fiscal Year, the Department partnered with Facilities Management to update cabling throughout the County campus.
  - In FY2019, a request for proposal (RFP) was published, returned, and reviewed. Information Technology has selected a partner and has started the implementation process.
- **STORMWATER MANAGEMENT:** Explore a funding structure that will provide a dedicated funding source in the future.

- The Department presented costs and funding options to the public to gather ideas for a future funding source. A final assessment will be presented to the Stormwater Committee in FY2020.
- **STORMWATER MANAGEMENT:** Revise and update long-term maintenance and operation plans to include new and future assets.
  - The Department continues to thoroughly analyze major assets to ensure the capital fund is appropriately incorporated into the future budgets. Stormwater staff has been working through existing facility capital asset costs and projected costs for future capital assets.
  - Staff is being assisted by a professional engineering firm to assess the structural viability of capital assets.
- **STORMWATER MANAGEMENT:** Partner and collaborate with Information Technology and GIS to consolidate resources.
  - The Department migrated the main server to IT and worked with GIS on an asset management database and consolidated countywide storm sewer maps.
- **TRANSPORTATION:** Develop a comprehensive Long-Range Transportation Plan (LRTP) to establish the current state of the County's transportation infrastructure and future plans.
  - The Division of Transportation is charged with the development of a 25-year comprehensive plan. Goals, objectives, and performance measures have been developed for which to track the progress of the County's transportation investments.
  - The Financial Plan has been produced and reviewed by the Transportation Committee. Traffic Modeling has been completed and the benefits/costs screening is ongoing.
  - The Long-Range Transportation Plan is expected to be adopted 2nd quarter of FY2020.

**EXCELLENCE IN CUSTOMER SERVICE:** *The County must continue to enhance a culture that promotes excellence in customer service to an increasingly diverse population.*



- **BUILDING AND ZONING:** Use technology to enhance the permitting process to provide customers with more efficient services and easier access to the Building and Zoning Department.
  - The Building and Zoning Department has been working closely with the Public Works Department and Department of Transportation to analyze the financial impact of purchasing and utilizing new permitting software. Staff is continually reviewing the use of technology in order to provide the most current and accurate information.
  - In 2019, Building and Zoning staff successfully entered the SolSmart program to encourage the installation of solar panels in the County. As part of this initiative, staff received credit for updating the department website with information to help assist in the permitting process for solar panels.
- **CARE CENTER:** Continue to monitor the satisfaction levels of stakeholders (i.e. residents, patients, families, volunteers) and make improvements where necessary.
  - Formed a Family Committee focused on information sharing, strengthening the partnership of care provided, creating awareness of services, and discussing potential organizational modifications.

- Developed and implemented an Employee Engagement Initiative to coordinate Center activities/events to recognize and appreciate outstanding staff members.
- DuPage Care Center leadership team began in FY2019 to hold weekly meetings to increase communication, decrease length of response time, and improve problem resolution for daily challenges and obstacles.
- **COMMUNITY SERVICES:** Ensure the Department’s internet and social media presence is providing simple access to, and accurate information about, resources in the Community.
  - The Community Services Department completed a communications plan in FY2019 which built upon the existing inclusion/exclusion criteria of the Community Resource Information System (C.R.I.S.) and expanded it to include the websites and social media accounts managed by the Department.
- **COMMUNITY SERVICES:** Increase awareness among County employees of the resources available through Community Services so that they may better assist residents.
  - The Department held two “Lunch and Learn” events for all County staff and two internal orientations for Department staff in FY2019.
- **COUNTY BOARD:** Promote County initiatives, events, services and opportunities impacting residents’ quality of life through pro-active, multi-media information and awareness campaigns designed to reach residents through multiple channels.
  - External email distribution list grew to 59,424 subscribers, an increase of 29 percent over the previous year.
  - Achieved an Advertising Value Equivalency (AVE), or a total value of all stories place in all media outlets, of \$9.1 million.
  - Increased social media reach by 65 percent on Facebook and 45 percent on Twitter.
  - Tabulation is still ongoing for Talk DuPage placements, but after the first three quarters of 2019, County Board Office saw an increase in the reach of 56 percent.
  - Continued trend of posting quarterly videos online.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** Promote preparedness and mitigation training, both internally and externally, within the County.
  - Throughout 2019, DuPage County OHSEM has focused on both hosting and promoting trainings to enhance the region’s preparedness.
  - In addition to continually updating the Protect DuPage website with trainings offered by regional partners, the OHSEM hosted 55 classes – creating contacts with over 1,100 students – throughout the year.
  - In June 2019, the OHSEM hosted the first Department of Homeland Security Information Technology Service Unit Leader (ITSL) course in the State. Other courses taught in 2019 focused on public information, the Incident Command System (ICS), digital threat assessment, weather (i.e. weather spotter, flooding, etc.), emergency operations centers (EOC), bombing prevention, and continuity of operations (COOP).
  - From November 2019 to March 2020, the OHSEM will host the Federal Emergency Management Agency’s (FEMA) Basic Academy.
  - Finally, courses focused on winter weather hazards, debris management, and ICS are scheduled for winter/spring in 2020.
- **HUMAN RESOURCES:** Assess and initiate electronic technology to automate required tasks and processes for employment and personnel documents.

- This allows DuPage County leadership to handle employment actions electronically which helps eliminate the use of paper documents.
- The Human Resources Department is currently reviewing cloud-based technology options available to streamline and automate on-boarding processes and procedures, including e-signature technology, e-reference technology, video tutorials and trainings.
- In consultation with Information Technology, the Department has started reviewing, assessing, and selecting vendors who most closely fit the needs of the technology desired.
- **HUMAN RESOURCES:** Initiate an online Benefit/Open Enrollment portal.
  - Attempts to add onto the current information system proved overly complex and may not be conducive to bringing on BSS technology at this time. So, the Department is putting on hold the change in open enrollment administration.
  - The Human Resources Department will focus its efforts on the transitioning of the day-to-day activities into technical processes as these functions are the more labor-intensive activities due to volume of hiring each year.
- **HUMAN RESOURCES:** Provide continuous professional development regarding customer services, conflict resolution, and other training focused on the “Whole Employee” and behaviors which affect interactions both internally and externally.
  - The Department has continued to conduct in person and online training for harassment, hostile workplace, and identity theft with partnerships from Risk Management.
  - The Department continues to review, identify and recommend other relevant trainings which would be beneficial to County employees.
- **HUMAN RESOURCES:** Transition employment files to electronic formatting for a more secure way to maintain documents.
  - The transition of personnel files began in FY2019, with an expected completion by mid FY2020. The Department will then begin an initiative to transition Care Center personnel files to electronic filing.
- **INFORMATION TECHNOLOGY:** Continue to enhance the County’s cyber security initiatives to protect County and customer data.
  - Procurement of a new security awareness training for all email-enabled staff has been completed. The Department is continuing to install hardware and software throughout the year.
  - The Information Technology Department staff has created a more comprehensive phishing campaign in order to train users on good cyber security practices.
- **SUPERVISOR OF ASSESSMENTS:** Improve taxpayers’ and other stakeholders’ access to vital property tax-related information by increasing the scope and depth of public records provided online.
  - Electronic copies of assessment revision legal publications are now available on the County’s website, which allows taxpayers to review the information disclosed within the newspaper notices without purchasing a copy of the publication.
  - Once the new property tax administration system is deployed, The Office will be empowered to further expand the scope and depth of property-specific data available to taxpayers and other stakeholders.
- **SUPERVISOR OF ASSESSMENTS:** Provide additional trade-specific technical and general

customer service training to all staff within the department.

- Five staff members have successfully completed continuing education requirements to maintain their Certified Illinois Assessment Official (CIAO) designations.
- As the Office continues to onboard three new staff members, the new staff will be encouraged to attain Certified Illinois Assessment Officials (CIAO) designations

- **SUPERVISOR OF ASSESSMENTS:** Create an assessed value e-filing system.
  - The new property tax administration system includes a constituent self-service module, which may be utilized to offer a web-based e-filing system applicable to both assessed value appeal filing and homestead exemption applications/administration.

**ACT INITIATIVE:** *The County must build on the successes of the ACT Initiative and implement the other two principles of quality and leadership across government.*



- **CARE CENTER:** Evaluate current Care Center operations to decrease expenses and improve efficiencies.
  - Introduced a new approach to service recovery which empowers frontline staff to resolve issues more efficiently and quickly to further improve patient satisfaction.
- **COUNTY BOARD:** Continue implementation of the ACT Initiative throughout DuPage County and statewide.
  - The ACT Initiative locally has led to the dissolution of seven public entities to date including the North Westmont Fire Protection District, the Highland Hills Sanitary District, and the DuPage County Election Commission in FY 2019.
  - The County partnered with residents of the Highland Hills Sanitary District to dissolve the district and provide Lake Michigan water to homes and transfer sanitary services to Flag Creek Water Reclamation District. Official dissolution came on July 15, 2019.
  - The County also dissolved the North Westmont Fire Protection District, eliminating the district's property tax levy and established an SSA that will provide fire protection services by the Village of Westmont. Official dissolution of the District came on June 1, 2019.
  - The Transform Illinois coalition held its fifth annual conference in the fall of 2019 and continues to advocate for State policies which encourage efficient and effective local government.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** Continue to partner with the DuPage County Health Department in the development, training, and longevity of the Medical Counter Measures (MCM) plan.
  - Throughout 2019, DuPage County OHSEM has conducted several training classes and drills relating to the Medical Countermeasures (MCM) plan. In August 2019, OHSEM and DCHD conducted a functional exercise, based on the national Centers for Disease Control and Prevention/Health and Human Services exercise Crimson Contagion, to test the roles and responsibilities of Emergency Operations Center personnel, including but not limited to the Emergency Support Function #8 (Public Health and Medical) and Public Information Officer positions.
  - Additionally, OHSEM is developing a standardized Point of Dispensing (POD) plan template, for both County and municipal use, to promote consistency across the County.
  - The OHSEM has developed a POD training which includes over 100 pre-crafted client cards to simulate clients visiting a POD site.

- The OHSEM has partnered with the DCHD and volunteer organizations such as Community Emergency Response Teams (CERT) to train nearly 300 individuals in POD site operations.
  - Finally, the OHSEM plans to continue enhancing the County's MCM capabilities and planning efforts by scheduling additional classes and exercises throughout 2020.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** Continue to partner with the Regional Office of Education (ROE) and district administrations to push school responses (i.e. family reunification) into the forefront of school safety planning.
    - The DuPage County OHSEM continues to work with the ROE, school districts and schools, as well as fire and police agencies around the County to ensure plans, policies, and safety operations are consistent with updated State laws.
    - In March 2019, the OHSEM coordinated with Wheaton's District 200, as well as Wheaton PD and FD, to conduct a full-scale exercise focused on family reunification after an active shooter incident.
    - In September 2019, the OHSEM and the ROE completed an emergency operations plan (EOP) template to standardize school EOPs across the County, making information more readily understood and more easily passed to first responders.
    - The OHSEM participated in the Illinois Terrorism Task Force (ITTF) School Safety Workgroup, along with other subject matter experts from across the State.
    - The OHSEM continues to work with the Regional Office of Education, school districts, and local schools providing guidance on current best practices for planning, training, & exercises.
- **INFORMATION TECHNOLOGY:** Replacement of the Property Tax Administration System
    - A recommendation was made in May 2019 to select a provider and the Information Technology Department is currently negotiating a contract with the provider. After negotiations, award and approval, the Department will begin implementation. Implementation is expected to take 24-36 months.
- **INFORMATION TECHNOLOGY:** Continue to pursue Information Technology shared services initiatives with other governmental bodies.
    - The Department has continued Geographic Information System (GIS) shared services for the Village of Lisle, Bloomingdale Park District, Bloomingdale Township Highway Department, and other units of government throughout FY2019.
- **INFORMATION TECHNOLOGY:** Initiation of Computer-Aided Dispatch and Police Records Management System.
    - Information Technology has worked with the DuPage County's Emergency Telephone System Board (ETSB) and municipalities to implement a Countywide Computer-Aided Dispatch/Police Records Management System (CAD/PRMS) to enhance public safety in the County.
    - The Department has worked with stakeholders on policies and procedures prior to the launch date on June 17, 2019. The Department will continue to work with stakeholders during the implementation and provide technical assistance.
- **STORMWATER MANAGEMENT:** Consolidate water quality efforts within DuPage County.
    - The Illinois EPA has approved 41 municipalities and townships as co-permittees in the County's General Permit No. ILR40. The first Countywide Annual Report was submitted on June 1, 2019. Under the program, one permit fee will be issued to cover 41 agencies, for a total cost savings in permit fees of approximately \$40,000. The Stormwater Department will continue to work towards streamlining efforts to meet Permit ILR40 water quality requirements in a manner that consolidates resources and minimizes the reporting burden.

- The Stormwater Department won a National Association of Counties (NACo) Achievement Award for this initiative. NACo's annual Achievement Awards program is designed to recognize County government innovations.
- **SUPERVISOR OF ASSESSMENTS:** Formalize a procedure in preparation to acquire a new, or comprehensively improve the existing, core assessment administration software system to empower employees to better serve taxpayers and other constituents.
  - The acquisition of the new property tax administration system is undergoing a procedural review of the purchase contract by the State's Attorney and Procurement Division.

**ECONOMIC GROWTH:** *The County must foster the continued growth of its economy.*



- **BUILDING AND ZONING:** Periodically review and update the County Building Codes to facilitate consistency among municipalities & the County and to minimize the burden for new development.
  - The County is currently using the 2015 International Code Council suite of codes. These include: The International Building, Fire, Property Maintenance, Fuel Gas, Mechanical, Swimming Pool and Spa, and Existing Structures Codes.
  - Building and Zoning Department is currently reviewing the upcoming 2021 codes during their development process with the intention of adopting them when they become available.
  - Additionally, staff will also be reviewing the development of the 2020 National Electrical Code for adoption at the same time.
- **BUILDING AND ZONING:** Engage with municipal partners and property owners in short-term and long-term land use planning efforts.
  - The County is presently engaged in two grant programs with local municipalities. Staff is working with the City of Elmhurst, Village of Bensenville, Village of Addison, and the City of Wood Dale through a CMAP Local Technical Assistance Grant for a Route 83 Corridor Study.
  - Additionally, the County has received notification that the Building and Zoning Department has been approved for a second Local Technical Assistance Grant for the Lake Street corridor in the western portion of the County.
  - Building and Zoning staff will be coordinating our efforts in this area with the Village of Roselle, Village of Bloomingdale, and the Village of Hanover Park. Both grants will help the County and surrounding communities in planning for future redevelopment in these areas.
- **STORMWATER MANAGEMENT:** Implement the Departmental use of Accela permitting software to enhance and streamline the permitting process, which will reduce permitting delays and promote a positive impact upon development.
  - Transitioned to the Accela payment adapter in March 2019, enabling Stormwater Management to process and track the payment of review fees, administrative fees, and performance securities, independent of the Building & Zoning Department.
  - Enabled online application submission through the Accela Citizen Access portal in November 2019 and implemented the use of electronic document review for stormwater applications, a paperless process that utilizes Accela cloud storage for all electronic stormwater application files.

- Monitored and processed 250+ stormwater certification applications, 3,000+ drainage reviews, 130+ wetland determination applications, and 140+ wetland boundary verification applications through the Accela software since May 2018.
- **TRANSPORTATION:** Review DuPage County's Impact Fee Program to ensure it continues to reflect a balance between development and transportation.
  - Initiated review of Impact Fee Program Ordinance with the Impact Fee Advisory Committee in late 2019. The Division of Transportation will present the Ordinance to the Transportation Committee, and to County Board for final approval, in 2020.
  - The Impact Fee Program update and Comprehensive Road Improvement Program (CRIP) is being developed jointly with the Long-Range Transportation Plan (LRTP).
  - Program update and CRIP expected to be approved/adopted 2nd quarter of FY2020.
- **TRANSPORTATION:** Improve the highway access permitting process for private entities and public agencies to construct and maintain their facilities within County rights-of-ways.
  - The Division's Permit Section Staff has completed the review of peer Counties' procedures and ordinances for comparison and has met with Risk Management and State's Attorney's Office to review the insurance requirements to be included in the updated procedures.
  - The Division is planning to present a revised Ordinance to the Transportation Committee during the second quarter of FY2020.

**DIVERSITY & INCLUSION:** *The County must build upon existing initiatives and expand opportunities for the diverse population.*



- **COUNTY BOARD:** Collaborated with County Departments to amend the Strategic Plan for DuPage County Government that includes building upon Diversity and Inclusion initiatives.
  - In FY19, County Board collaborated with various County Departments to explore how to continue and expand on diversity and inclusion efforts for DuPage County government. This effort led to the adoption of the 2019 Strategic Plan. The 2019 Strategic Plan includes a new Strategic Imperative on diversity and inclusion in County recruitment, workforce development, procurement, and appointments to County appointed agencies. In FY20, the County Board Office will engage various County Departments tasked with diversity and inclusion initiatives on their implementation and progress.
  - During the fourth quarter of FY 2019, the County Board amended the County's Mission Statement to read: *"To ensure that DuPage County's communities will always be desirable places to live, work and raise families where all are welcomed, accepted, and valued, by providing innovative, cost-effective services, promoting a high quality of life for all residents, and acting as a leader with its local and regional partners in anticipating issues and developing solutions."*
- **TRANSPORTATION:** Implement a Business Enterprise Program to expand participation in Division of Transportation contracts by firms that are owned or controlled by socially and economically disadvantaged individuals including women, minorities, and veterans.

- The Division of Transportation has contracted for the review of current practices and procedures regarding procurement of professional and contracted services.
  - Data collection and contract tracking assessment of minority, women, and veteran-owned firms on past DOT contracts is underway.
  - A final report/recommendation of next steps is anticipated during the 2nd quarter of FY 2020.
- **WORKFORCE DEVELOPMENT:** Identify and provide career opportunities to residents with the purpose of strengthening the local economy by meeting employer demand and boosting household income.
    - WorkNet DuPage has provided counseling, job search support, and funding assistance to 3,329 individuals during Program Year 2018.
    - Clients who completed the WorkNet DuPage-funded job training programs earned more than \$15.5 million in wages.
    - The Department has awarded local employers nearly \$400,000 in Incumbent Worker training grants, which has been the highest amount since creation of the program.
    - The Division developed and continues to manage “Recovery and Manufacturing – A Path Up” (RAMP-UP), which is a new workforce program connecting individuals in recovery from opioid addiction with meaningful work and manufacturers with a talent pool.