DUPAGE COUNTY

FY2022 STRATEGIC INITIATIVES

Strategic Planning Committee
2022 Strategic Initiatives

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DuPage County Strategic Initiatives

Animal Services
STRATEGIC INITIATIVE #1
To Ensure Public Health and Safety

Description
To ensure public health and safety by protecting residents from animal related diseases and from injuries caused by animals through enforcement of state and local laws and education on pet owner best practices and other animal related topics.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
Ongoing

One-year Outlook
Review and propose changes to DuPage County ordinances that center on animal issues. Review new state legislative proposals that center on animal issues and take a position in support or against.

Key Milestones
DuPage County ordinances related to animal issues will reflect best practices in maintaining public health, safety, and general behaviors in caring for domestic animals or interactions with wildlife. DuPage County will be an influencer in ensuring the State of Illinois maintains in the top ranking of states that have the best protection laws for animals.
STRATEGIC INITIATIVE #2
Secure Funding for New Animal Services Building

Description
The department will secure funding for the renovation and a major addition to the Animal Services building.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
The department will partner with DuPage Animal Friends to execute a comprehensive fundraising plan. Activate key program champions to be on the capital campaign committee. Institute a series of formal donor engagement strategies. Solicit transformational campaign gifts. Following lead and major gifts, public phase will commence.

Key Milestones
Gift table and campaign timeline will be completed by April 30, 2022. Campaign committee will have secured major gift target by November 2022. Public phase of the campaign will have reached 75% target by December 2023. Campaign closes with full fundraising target reached by March 2024.
STRATEGIC INITIATIVE #3
Education and Outreach

Description
Improve access to programs, information and resources that can prevent bites, reduce pet relinquishment, increase ordinance compliance, promote responsible pet ownership, re-home animals, and co-exist safely with wildlife.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
Ongoing

One-year Outlook
Develop increased message and educational outreach through the following activities: Increase distribution of e-newsletters by growing recipient opt-ins. Leverage social media to deliver educational content and promote Animal Services programs/services. Collaborate with municipal partners through DuPage Mayors and Managers as well as local stakeholders to develop messaging promoting Animal Services educational programs and services to the public. Increase off-site events where we can engage in-person with community members. Survey community to gauge interest and direction for the development of new webinars Review and update print and electronic materials, including website.

Key Milestones
Subscribers to the e-newsletter will increase by 10% and open rates will be at 25-30%. Facebook followers will have increased by 20%. Attendance for education events and outreach will have increased by 10%. Pet First Aid and CPR training program reintroduced with a minimum of 4 training dates. Police Department training program will have 1 new course added to the catalogue with delivery through webinar format and the Training DuPage platform. Print and electronic materials will contain accurate information and will be easily accessible.
Animal Services
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #4
Operational Framework Review

Description
Animal Services will conduct a comprehensive review of department policies, standards, procedures and training.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
Ongoing

One-year Outlook
An operations review will consist of the following: Ensuring that SOP and SOG documents are standardized, Review of position descriptions and onboarding/training plans for each position, Input from team members in each area of work to guide any updates to documents, Review of volunteer/foster program plan.

Key Milestones
SOP and SOG documents will ensure compliance and customer service standards are met, with each document having a record of the date it was reviewed and approval name. Employees will feel supported in their work with clear standards of performance and adequate training to do their job, which should result in high employee retention. Volunteers and fosters will be deeply integrated into the organizational infrastructure, resulting in reduced staffing costs and increase efficiency and effectiveness in providing services and caring for animals.
Animal Services
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #5
Increase Collaboration with Other Animal Agencies

Description
Animal Services will work with other animal welfare organizations, animal service providers, and animal shelters to execute and further promote principles of the ACT Initiative.

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
In Progress

One-year Outlook
Animal Services will work with other animal agencies and organizations to promote accountability, transparency, efficiency/consolidation, quality and leadership in the animal sheltering sector. Assume a leadership role on the Chicagoland Humane Coalition board, leading the Innovation Committee and assisting in membership growth. Collaborate with animal hospitals/clinics to provide low-cost spay/neuter and other wellness services. Work with other animal shelters to review disaster preparedness plans. Work with Feral Fixers to reduce the feral cat population in DuPage County through spay/neuter services.

Key Milestones
Messaging and practices for domestic animal related issues will be consistent among local shelters, specifically regarding outdoor cats, found stray animals, and transparency in euthanasia. Pet owners will have more resources available to them with increased communication among local providers about programs, clinic dates, and access to low cost spay/neuter services. Expanded pet retention partnerships and leverage of resources to identify innovative ideas to keep animals out of shelters will result in lower intake and shorter length of stay. A database of resources available through DuPage and collar county shelters will be developed as a tool to support our communities as part of a disaster preparedness plan Animal Services will spay/neuter 450+ cats in collaboration with Feral Fixers, resulting in reduced intake of unwanted cats at the shelter.
DuPage County Strategic Initiatives

Building and Zoning
Building and Zoning
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Use Technology to Enhance the Permitting Process

Description
Use of technology to enhance the permitting process to allow for customers to have better customer service and easier access to the Building & Zoning Department.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
On January 31, 2022 the Building & Zoning Department went live with a new online electronic permitting software. This was done in conjunction with the Stormwater Management Department, Division of Transportation, and Public Works Department. The goal for the coming year will be to completely reformulate and create new business practices for the entire permitting system based on electronic submittals. Increasing access to our customers on a 24-hour basis. Allowing residents to apply for building permits, zoning entitlements and register complaints at any time.

Key Milestones
Continually improve our business operations regarding the new permitting software program. Long term goals will be to streamline our business processes, enhance the development of the system by taking advantage of our managed services contract with the software provider to improve reporting and increased functionality. Through this new program we are working toward an entirely paperless plan submittal process.
STRATEGIC INITIATIVE #2
Periodically Review and Update the County Building Code

Description
Periodically review and update the County Building Codes to improve the quality of life and safety for our residents. On January 1, 2022 the County’s latest code update became effective. This update included adoption of the 2021 International Code Council (ICC) suite of codes, the 2021 County Residential Code, and 2020 National Electrical Code. These codes will continue to be reviewed and refined during the coming year anticipating future updates.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
The County will continue to monitor the latest codes through enforcement activities evaluating their effectiveness. The Department will also undergo our regularly scheduled review through the Building Code Effectiveness Grading Schedule by a representative from the Insurance Services Office (ISO) to evaluate our office and codes.

Key Milestones
During the next year the department’s goal will be to continually monitor the effectiveness of the codes while documenting future changes or amendments we will recommend during the next update cycle.
Building and Zoning
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
Lake Street Planning Corridor LTA Grant from CMAP

Description
Engage with municipal partners of Roselle, Hanover Park and Bloomingdale as well as Bloomingdale Township and property owner stakeholders in short and long-term land use planning efforts for the Lake Street Corridor.

Strategic Imperative
Imperative 5: Foster continued growth of the DuPage Economy

Current Status
Ongoing

One-year Outlook
Update of the Lake Street Transportation Planning Corridor. The County has received a Local Technical Assistance Planning Grant and funding for consulting service by the full CMAP board. CMAP and County staff have accepted a consulting firm, Teska and Associates, Inc. and have begun the initial due diligence phase of information gathering and interviews with community leaders and property stakeholders. We anticipate that by the end of 2022 we will have developed a comprehensive corridor plan and zoning overlay ordinance for adoption and use by the County and the neighboring municipalities. This plan will greatly assist the County and the neighboring communities, property owners and developers in the redevelopment of the blighted Lake Street Corridor and provide economic revitalization to the area.

Key Milestones
Staff has held meetings with the work group and verified, “buy in” from the group on the need for the plan and approval from the group of the direction syllabus presented by the consulting firm Teska and Associates, Inc. Staff has presented the initial findings of the plan to the County Development for its review, consideration and input which has allowed the consultant, Teska and Associates Inc., to begin phase 2 of the overlay plan.
DuPage County Strategic Initiatives

DuPage Care Center
Care Center
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
COVID Crisis Response

Description
Initiative- COVID Crisis Response- Continue to comply with guidance from IDPH/CMS/HD on DPCC Crisis COVID Response to protect the residents and staff of the Care Center.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
Maintain COVID response and compliance with guidance/regulations through the pandemic and endemic.

Key Milestones
Limiting spread of COVID cases amongst staff and residents.
STRATEGIC INITIATIVE #2
Quality of Life

Description
Maintain 4-5 Star QM status-delivery of high-quality care.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
Ongoing, no end date. Continue to utilize Quality Assurance Performance Improvement, including PDSA-Rapid Cycles of Improvement process to produce outcomes that achieve the Quality-of-Care Metrics/DPCC Quality rating.

Key Milestones
Maintain a 4-5 Star Quality rating for delivery of high-quality care.
STRATEGIC INITIATIVE #3
Quality of Life- Safety Net

Description
Remain a safety net within the Community/County for the indigent senior and disabled populations.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
Continue to be a safety net to those needing long term care nursing services.

Key Milestones
- Continue to use marketing techniques to make residents aware of services provided by the Care Center.
- Fill vacancies and open residential spaces.
STRATEGIC INITIATIVE #4
Quality of Life/Financial Planning

Description
To work collaboratively with DuPage County Facilities Management and DuPage County Care Center Project Architects/Construction Manager to establish plans to move the DuPage County Care Center/ARPA Project forward.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
To work collaboratively with DuPage County Facilities Management and DuPage County Care Center Project Architects/Construction Manager to move the DuPage County Care Center Renovation Project forward through the initial analysis of the identified scope of work areas, selections of finishes and phasing requirements.

Key Milestones
Establish design, layout, and phasing of the scope of work.
Care Center
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #5
Financial Planning

Description
Continue to meet the expense budget while appropriately allocating COVID Expenses. Continue to seek Revenue Replacement funding due to restricted admissions/census. Build census whenever able to increase revenue and reduce negative revenue variance.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
Residential occupancy will be higher than the past two years due to COVID and being unable to accept new residents.

Key Milestones
Increased occupancy will result in increased revenues.
Care Center
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #6
Satisfaction of Stakeholders

Description
Continue to monitor and manage levels of satisfaction of stakeholders (i.e. resident, patients, staff, families, and volunteers).

Strategic Imperative
Imperative 3: Customer Service

Current Status
In Progress

One-year Outlook
Understanding the satisfaction levels of our stakeholders and ensuring that improvements can continue to be made for all stakeholders.

Key Milestones
Communicating with residents, staff, families, and volunteers to determine what their thoughts and feelings are about current operations.
DuPage County Strategic Initiatives

Community Services
Community Services
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
2-1-1 Launch

Description
Launch the county-wide 2-1-1 system giving residents 24/7 access to information and referrals to social services in the community.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
Funding has been secured and project will become operational during 2022.

Key Milestones
- March 2022 - Finalize contract with ACDC for evening and weekend coverage.
- April-June 2022- contract with telecom companies to complete switching needed to properly direct 2-1-1 calls complete training of ACDC staff.
- July 2022 - Begin marketing campaign to publicize launch of 2-1-1.
- August - Soft launch of system to ensure proper technological and staffing capacity September - official launch of service.
STRATEGIC INITIATIVE #2
DuPage Community Transformation Partnership

Description
Provide the first round of grants to non-profits under the ARPA funded partnership with DuPage Foundation.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
During 2022, the Community Transformation Partnership program will provide its first round of multi-year grants to non-profit organizations working in the areas of food insecurity, housing instability, mental health, and substance abuse.

Key Milestones
Specific timelines and dates are still under development for this initiative, but grants are anticipated to be awarded within the second and third quarters of 2022.
DuPage County Strategic Initiatives

County Board Office
STRATEGIC INITIATIVE #1
Communications and Outreach Efforts

Description
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 several channels.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
In the next year, the budgetary impact for this initiative will be a $25,000 contract with Granicus for newsletter creation software, a $5,000 contract with Meltwater to provide media tracking services, and the salaries of two full-time and one part-time position (multimedia specialist). We anticipate an increase in demand for video projects in 2022. Staff will work with elected officials and department heads to gauge the level of interest in creating additional videos to educate residents on existing County programs and services and whether those videos can be produced using existing staffing levels. Staff will develop increased message distribution via: 1. Sustaining the Talk DuPage municipal communications group to share County content via municipal communication instruments (such as municipal newsletters, e-blasts, websites, video and television programs, and social media posts). 2. Increasing distribution of newsletters via growing recipient opt-ins, develop e-blasts to constituents for district-specific information. 3. Leveraging media partnerships locally, regionally, and nationally to increase message distribution via traditional media and corresponding social media. 4. Collaborating with County departments, municipal partners, local stakeholders, and County-appointed agencies to develop messaging promoting DuPage County programs and services to media and the public. 5. Working with County departments and elected officials on video messages to further educate residents on the services provided by DuPage County. 6. Assist in coordination and migration of narrative and editorial content as part of website redesign.

Key Milestones
Staff will host quarterly meetings of the Talk DuPage group and will continue to share information and contacts and track message distribution through municipal channels. Staff will continue to track media coverage and social media reach to determine the best methods of message distribution, including any impacts the County’s revamped social media policy has on reach. Staff will also continue to explore ways to boost the number of people who sign up for our newsletter service.
STRATEGIC INITIATIVE #2
DuPage County Strategic Plan Update

Description
The most recent DuPage County Strategic Plan was adopted in 2017 and revised in 2019 to include a sixth imperative on Diversity and Inclusion. Traditionally, every five years an organization should look at its strategic plan to ensure the goals outlined still meet the needs of the organization. As we head into the fifth year of the current five-year Strategic Plan, it is important to begin building the groundwork for the revisions and creation of the new five-year Strategic Plan that meets the needs of the County.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
At the end of this year, the County will have an agreement with an organization to assist with the development of a new strategic plan. By starting this process, the newly elected County Board Chairperson and County Board can begin to create a new strategic plan.

Key Milestones
A Request for Proposals will be sent out and a vendor will be selected to assist developing a new five-year Strategic Plan. In addition, discussions will begin in order to encourage community input on what should be included with the Strategic Plan.
County Board Office
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
American Rescue Plan Act (ARPA) Distribution Plan

Description
The County Board Office will continue to coordinate with all County Departments Countywide offices, community partners, and other units of government on the allocation and distribution of the $179 million in ARPA funds throughout the County.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
ARPA funding will be distributed to the various community organizations, other units of government, and county departments as directed by the County Board.

Key Milestones
Continuing to identify needs within the County that are eligible for ARPA funding. This includes the Health Department, all County-wide Electeds, and other governmental units. The county has prioritized five main categories for the distribution of ARPA funds; public health emergency, county-wide water and sewer infrastructure, community assistance, campus COVID mitigation projects, and economic stimulus.
STRATEGIC INITIATIVE #4
Elgin O'Hare Western Access (EOWA)

Description
Act as a regional leader, facilitating relationships and fostering economic and transportation development on the DuPage side of O'Hare Airport leading to the completion of Western Access to O'Hare.

Strategic Imperative
Imperative 5: Foster continued growth of the DuPage Economy

Current Status
In Progress

One-year Outlook
Continue to ensure positive progress is made toward the development of Western Access to O'Hare Airport. This includes working with key stakeholders such as the City of Chicago Department of Aviation, Illinois Toll Highway Authority, municipal and corporate leaders, Choose DuPage, and other surrounding communities.

Key Milestones
Convene regular discussions with Elgin O'Hare Western Access (EOWA) stakeholders including federal and state lawmakers, municipal and County leaders, the Chicago Department of Aviation, Illinois Tollway and railroads. Support decisions driven by economic growth and resulting metrics showcasing sectors benefiting from transportation development along the EOWA corridor. Support federal and state legislation, stakeholder agreements and innovative business development leading to job creation and growth, providing a renewed interest and need for Western Access.
DuPage County Strategic Initiatives

Environmental Division
STRATEGIC INITIATIVE #1
Review Campus Food Service Packaging

Description
Assess the food service packaging that is used in the three campus cafeterias. The study would assess current packaging costs and uses. It will provide possible alternatives which may be more recyclable or compostable or present an overall lower environmental footprint. The final study will be presented to Environmental Committee and Dining Services for consideration.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
Environmental Division will identify a consulting firm to complete the study. Meetings will be held with stakeholders including Dining Services, Facilities Management and Environmental Division. Once completed, the study will be completed and presented to Environmental Committee.

Key Milestones
Commission a study. Gather data about existing packaging. Develop viable alternatives that work within the County's use of the packaging. Discuss the study with Dining Services. Present recommendations to Environmental Committee and subsequently implement modifications as needed.
Environmental Division
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #2
Complete Five-Year Update DuPage County's Solid Waste Management Plan

Description
Develop a five-year update to the County's Solid Waste Management Plan that drives waste reduction. The plan would contemplate existing infrastructure, waste generation rates, recycling rates and develop recommendations for the next five years. Continued focus on the waste hierarchy of reuse then recycling and disposal as a last resort.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
By November 30th, draft the five-year update to the County’s Solid Waste Management Plan. Consider new technologies and rules that may have eased the establishment of more recycling and compost facilities. The final plan to be reviewed and considered by Environmental Committee and County Board by Dec.31st.

Key Milestones
Solicit an engineering firm that could assist in gathering pertinent waste generation and infrastructure data. Meet with pertinent staff and stakeholders to establish the County's existing and future waste, recycling and composting needs. Develop a framework for the plan. Provide the draft plan to municipalities, townships, waste haulers and other stakeholders for review. Final draft to be considered for adoption by the Environmental Committee and County Board. Upon adoption, the update will be submitted to the Illinois Environmental Protection Agency.
Environmental Division  
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
Assess opportunity to provide unincorporated waste & recycling hauling services

Description
Unincorporated households in six DuPage County townships do not have a waste & recycling franchise agreement. This means that each homeowner subscribes to their own private hauler which can result in multiple trucks driving down residential streets each week. The wear and tear on the roadways and vehicle emissions could be reduced if the County were to procure a contract for this service.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
In the first year of this project, staff would focus on phase 1 which includes information gathering. Meetings would be held with stakeholders and data regarding current rates would be compiled. Staff would solicit a solid waste engineering/consulting firm to conduct surveys and complete an assessment.

Key Milestones
Solicit a solid waste engineering/consulting firm to conduct surveys, hold stakeholder meetings, gather data about the pros and cons of pursuing waste franchise agreement in up to 6 townships. Once a firm is selected, begin broader stakeholder meetings and develop informational materials that can be shared with local governments and interested residents. Develop a questionnaire about possible services and compile existing fee structures and identify possible territories to ensure competitive pricing. Begin drafting elements of an RFP.
DuPage County Strategic Initiatives

Facilities Management
Facilities Management
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Capital Construction and Planning

Description
The Department is pursuing its largest capital campaign. This includes over $47,500,000 in ARPA projects, $8,500,000 in infrastructure capital and grant projects, $20,000,000 in capital planning projects under consideration, and $11,600,000 in an anticipated joint venture project on campus. Staff has a program to complete this work over the next four years.

Strategic Imperative
Imperative 5: Foster continued growth of the DuPage Economy

Current Status
In Progress

One-year Outlook
All work is under contract and construction has started. Capital planning projects have been presented to the Board and direction has been provided.

Key Milestones
ARPA projects are under full contracts (design and construction) by 10/31/2022.
Facilities Management
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #2
County Storage Needs

Description
DuPage County does not have a central storage facility for equipment (except DOT) or records. Storage requirements for departments and offices are scattered across the campus and off site. Several locations including the south wing of the Care Center, and receiving at the former Youth Home facility are used for record storage and PPE storage. The largest need for warehouse storage space is Elections, which rents 28,414 s.f. of warehouse space off campus. The Sheriff and other departments have a need for equipment storage space. Staff is completing an in-house analysis of all the storage needs for the County, and compiling a budget to construct a storage facility on campus. The findings will be presented to the Board summer, 2022 for review.

Strategic Imperative
Impervative 5: Foster continued growth of the DuPage Economy

Current Status
In Progress

One-year Outlook
- Coordinate and work with all County Departments and Elected Officials to establish a complete understanding of current and future storage needs.
- Present County storage needs findings to the Finance Committee Summer, 2022 for consideration and direction.

Key Milestones
PowerPoint presentation to the Finance Committee, Summer 2022.
DuPage County Strategic Initiatives

Finance
Finance
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Track, account and report on ARPA Funds in FY 2022

Description
The County Board has allocated $138.7 million dollars of the entire $179.2 million dollars to be received in 2 traunches. The county received the first traunch of ARPA Funds in May 2021. The Finance Department will be responsible for tracking, accounting and reporting of all ARPA Funds over the next 4 years. Accurate reporting and tracking is imperative as the U.S treasury will audit the use of these funds throughout the programs life.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
Complete all quarterly reporting for the first traunch of $89 million dollars in order to receive the second traunch.

Key Milestones
Complete federal treasury quarterly reporting on time during 2022. Provide accurate and detailed reporting on how funds were spent and used via performance measures required by U.S. Treasury.
STRATEGIC INITIATIVE #2
Financing of new Animal Control Center

Description
Provide financial support for the funding of a new Animal Control Facility.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
Provide funding and procurement resources for the new facility.

Key Milestones
Proved County Board resolution for the use of a General Fund loan. Work with Wight Construction on the bid process for the new facility.
STRATEGIC INITIATIVE #3
Implement and Diversity and Inclusion Program

Description
In order to comply with State Law and the County's initiative for Diversity and Inclusion the Finance Department will coordinate a new program. An in-house working group has been established to develop an RFP for a disparity study, review software/tracking options and recruit a new diversity coordinator. The specific emphasis will be in the departments of Public Works, Transportation, Stormwater and Facilities. ARPA funds have been allocated to advance data collection and fund the new position.

Strategic Imperative
Imperative 6: Diversity and Inclusion

Current Status
In Progress

One-year Outlook
Recruit and hire a new Diversity Coordinator, procure software, and Identify vendors to conduct a study.

Key Milestones
New position on Board by 5/22. Software demonstration done by 7/22. Vendor interviews for the study done by 7/22.
DuPage County Strategic Initiatives

Homeland Security and Emergency Management
Homeland Security and Emergency Management
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Develop, update, and maintain emergency preparedness and operations plans.

Description
The DuPage County Office of Homeland Security and Emergency Management (OHSEM) will work with other County departments, Elected Officials, and DuPage municipalities to develop, update, and maintain emergency plans. Types of plans include state-required Emergency Operations Plans (EOP), Continuity of Operations (COOP) and Continuity of Government (COG) plans, and local event incident action plans.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
Ongoing

One-year Outlook
Develop and/or update key emergency plans including, but not limited to, the County's Emergency Operations Plan (EOP), and its Continuity of Operations (COOP)/Continuity of Government (COG) Plan. Develop and update plans for Debris Management, Damage Assessment, and Resource Management. With County departments and the whole community, update the County's Natural Hazard Mitigation Plan. Maintain the Cyber Incident Response Annex to the County's EOP. Finish developing the County's Tactical Interoperable Communications Field Operations Guide (TICFOG). Conduct a review and update of the County's Threat and Hazard Identification Risk Assessment (THIRA) to help prioritize emergency preparedness planning and hazard mitigation efforts. Ensure the County is prepared to renew its emergency management agency accreditation in early 2023.

Key Milestones
Update the County EOP (due early 2023). Update the COOP/COG plan for County Board departments by December 2022. Prepare a draft Debris Management Plan by 6/30/2022, and a final version by 9/30/2022. Have Damage Assessment and Resource Management plans ready by September 2022. The Five-Year update to the County's Natural Hazard Mitigation Plan is due June 2023. Most of this 15-month project will be performed in 2022. The TICFOG is due 6/30/2022. The THIRA update is due in early 2023. DuPage County's emergency management accreditation renewal is due in early-2023.
STRATEGIC INITIATIVE #2
Provide training and conduct exercises.

Description
The DuPage Office of Homeland Security and Emergency Management (OHSEM) will provide training and conduct exercises, both internally and externally, so that the Agency may ensure operational readiness and bring partners together. A shared educational background provides the opportunity for not only networking and establishing relationships, but also maintains a common operating picture with a shared understanding of Countywide capabilities.

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
Ongoing

One-year Outlook
Track and increase attendance of DuPage and regional partners in OHSEM’s schedule of readiness training opportunities including: cyber incident response training, COOP/COG training, severe weather preparedness for all seasons, emergency operations center (EOC) procedures and processes, threat and hazard identification, and more. OHSEM will facilitate annual shelter-in-place severe weather drills (springtime) and fire drills (autumn) for DuPage County employees. OHSEM will facilitate mock EOC exercises and educational opportunities for municipalities and County departments to observe and practice their own preparedness activities. Provide training and conduct exercises for local public safety officials on the National Incident Command System (ICS), as requested and as may be required as components of emergency management agency accreditation, for federal grant eligibility, or by accreditation agencies.

Key Milestones
OHSEM will host a year-long schedule of topical and relevant training courses for municipal and regional partners to assist them in emergency readiness. OHSEM will lead COOP/COG training of County staff so they are prepared to assist with the plan’s update on behalf of their departments, then again to review and implement the updated plan. OHSEM will lead annual drills and educate new staff on emergency procedures and safety measures on campus. Engage community and public safety partners in relevant Incident Command System training throughout the year while providing sufficient notice of upcoming courses through a variety of communications methods such as newsletters and the ProtectDuPage website.
STRATEGIC INITIATIVE #3
Engage in community outreach with County residents and stakeholders.

Description
The DuPage County Office of Homeland Security and Emergency Management (OHSEM) will engage in community outreach with County residents and stakeholders to improve awareness about the hazards the County faces and preparedness actions to be taken. OHSEM plans to increase its coordination with other County departments, state and federal agencies to create and distribute common messaging and educational efforts that support preparedness. In addition, staff and volunteers will create and attend outreach events throughout the year. OHSEM will use every tool in its kit to engage the community. This may include, but is not limited to, webinars, newsletters, media outreach, seminars and workshops, video conferencing, and social media.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
Ongoing

One-year Outlook
Continue an active preparedness messaging and education program using communication tools (listed above) on monthly preparedness topics in conjunction with local stakeholders, FEMA and IEMA. Create new, relevant content for OHSEM’s ProtectDuPage website to include new resources for residents' preparedness and for training opportunities. Provide the House of Worship emergency preparedness workshop with local public safety partners and the U.S. Department of Homeland Security at convenient locations throughout the County. Coordinate and maintain quarterly meetings with the Local Emergency Planning Council (LEPC) to ensure the community's right-to-know of hazardous materials and incidents. These meetings will include interesting and relevant presentations from hazardous materials subject matter experts on emerging threats to public safety. Develop educational and training opportunities with DuPage County community stakeholders to increase knowledge and preparedness for events and to better understand homeland security and emergency management topics. Assist DuPage County hospitals with topical training and emergency response exercises and as a member of the Region 8 Healthcare Coalition. Create and execute a community outreach plan to promote understanding of National Weather Service (NWS) preparedness topics and to inform the community during actual severe weather incidents.

Key Milestones
Engage DuPage stakeholders in OHSEM's first House of Worship emergency preparedness workshop in March 2022, with additional identical sessions to be held at other locations within DuPage throughout the year to extend the reach to as many Houses of Worship as possible. Engage local emergency managers in quarterly presentations and meetings to highlight topics of interest, to review best practices, and to discuss emerging issues. Engage local fire, police, and emergency responders in dialogue and information sharing on a frequent basis, and offer information and assistance as needed to respond to emerging issues.
Homeland Security and Emergency Management
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #4
Provide emergency communications support.

Description
The DuPage Office of Homeland Security and Emergency Management (OHSEM) will continue its active program of emergency communications support. OHSEM will remain responsible for developing, maintaining, training on, exercising and responding with a variety of local and state emergency communications assets.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
Ongoing

One-year Outlook
Ensure 24/7/365 operational readiness of emergency communications assets including, but not limited to, the Illinois Transportable Emergency Communications Suite (ITECS 4), state and local radio caches, satellite equipment, and specialized assets. Complete in coordination with the Illinois Law Enforcement Alarm System (ILEAS) the design and build-out of the prototype mobile communications vehicle, RapidComm 4. In partnership with the DuPage County Sheriff's Office, assist with support of technology and communications equipment in the Unified Command Post (UCP).

Key Milestones
All emergency communications assets are kept in a state of readiness 24/7/365. Anticipated completion of the RapidComm 4 build-out is 6/30/2022.
STRATEGIC INITIATIVE #5
Provide operational support and coordination for planned events and incidents, including relevant incident command system training and exercises.

Description
The DuPage Office of Homeland Security and Emergency Management (OHSEM) will, in coordination with its partners, provide operational support and coordination for planned events and incidents. This will include providing training and conducting exercises for local public safety officials on the National Incident Command System (ICS), as requested and as may be required.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
Ongoing

One-year Outlook
Provide operational and incident command support to County agencies and community partners as needed during real-world events and incidents. Maintain a safe and secure DuPage County Government Center campus. Continue to ensure operational readiness of the County’s Integrated Public Alert and Warning System (IPAWS), i.e. the system that OHSEM uses to send emergency messages to cell phones, televisions, and other messaging platforms such as may be necessary, for example, during a hazardous materials incident. Continue to ensure operational readiness of the campus wide announcement system (CWAS) for broadcasting emergency messages to one, some, or all of 18 buildings on the DuPage Government Center campus.

Key Milestones
Provide operational and incident command support to County agencies and community partners as needed during real-world events and incidents as they occur. Maintain and continuously improve security of the DuPage County Government Center campus. OHSEM will ensure and improve operational readiness by regular testing of its ability to craft and send emergency test messages to the right audience in the most effective format, be it by broadcast to cell phones, televisions, and/or weather radio. Monthly testing is also a FEMA requirement for OHSEM to maintain authorization as an IPAWS message originator, i.e. the ability to simultaneously and instantly send emergency messages to all cell phones, televisions, and weather radios in the County. OHSEM Security Division will maintain and frequently test security equipment to ensure responsiveness and operational functionality.
DuPage County Strategic Initiatives

Human Resources
Human Resources
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Maximizing HR Technology

Description
Expanding and integrating technology to streamline service delivery and expedite employee access to information. The Human Resources Department will continue to lead efforts to promote various work delivery models, and continually pursue efforts to digitize and develop paperless recordkeeping.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
New and current employees will be able to easily access the various resources provided by the Human Resources Department.

Key Milestones
Continue to see a reduction in paper and improve the automation process of Human Resources operations. Changing processes that reflect the newly updated Recruitment, Selection, and Hiring policies in the County Board Employee Handbook.
STRATEGIC INITIATIVE #2
Maximizing Labor Negotiations

Description
Identifying strategies to sustain workforce costs. The HR Department will continue to provide support of all labor organizations to ensure agreements align with current and anticipated economic conditions and operational needs.

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
In Progress

One-year Outlook
Continue to monitor and research ongoing acts and laws being reviewed and proposed. Work with departments such as the Finance and State’s Attorney’s Offices to review and discuss operational and financial impacts.

Key Milestones
Work with all stakeholders on collective negotiation matters and all departments on their own operational needs.
Human Resources
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
Managing Complex Employment Laws

Description
Identifying and addressing legal trends and employer-employee changes to determine impact on the County. Changes in regulations/laws that expand or change employee rights will require HR to respond to increase employee relations and equal opportunity rights (e.g. workplace harassment, hiring practices, ADA).

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
In Progress

One-year Outlook
Continue to assess, advise, and respond to continuation of temporary acts and laws recently implemented which impact employment operations within the County. Review and keep abreast of pending acts and laws which could potentially impact employment operations.

Key Milestones
Continuation of monitoring and reviewing of proposed, updated, extended or new Acts and Laws and identify the potential impacts to the County. Discuss and advise appropriate departments/key staff of proposed and/or pending changes. Prepare and present new or updated policies, processes and/or forms as deemed appropriate for compliance.
DuPage County Strategic Initiatives

Information Technology
STRATEGIC INITIATIVE #1
Implementation of the Tyler iasWorld Tax Administration System

Description
Replacement of the mainframe real estate/tax system with the Tyler iasWorld Tax Administration System.

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
Ongoing

One-year Outlook
This is a continuation of FY 2021 Strategic Initiative #1. The next steps are for Tyler to continue to configure the system, train, and test users. There is a projected go-live of Q3 2022.

Key Milestones
- Assess & Define - to be completed by 6/13/2022
- Build & Validate - to be completed by 6/13/2022
- Testing & Training - to be completed by 6/24/2022Go Live - 7/7/2022
- Transition to Tyler Support
  - Phase 1 to be completed by 10/7/2022
  - Phase 2 and Post Go Live Support to be completed by 5/1/2023
Information Technology
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #2
ERP Upgrade or Replacement Assessment

Description
The current version of the Infor (formerly Lawson) ERP application will be out of support by 2026. The County will either need to upgrade to Infor’s new application, Cloudsuite, or implement a new ERP system before 2026.

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
In Progress

One-year Outlook
The IT department will work with Finance, HR, and other involved parties to assess the current Infor ERP product and develop a strategic action plan to upgrade or replace the application.

Key Milestones
- Complete needs analysis and specifications for ERP RFP by FY22-Q2
- Publish RFP by FY22-Q3
- Decide on remaining with Infor or selecting a new product by FY22-Q3
- Begin procurement process for Infor upgrade or implementation of new application FY22-Q4
Information Technology
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
Implement Granicus Legistar Legislative Management Application

Description
Implement the Granicus Legistar Legislative Management Application by Q3 2022.

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
In Progress

One-year Outlook
The IT department will work with County Board, County Clerk, and various departments to transition from the current agenda/minutes/live streaming system to Granicus Legistar and Live Cast.

Key Milestones
• Complete procurement process for Granicus software by FY22-Q2
• Work with Granicus to gather information from current system FY22-Q2
• Granicus will build system for DuPage by FY22-Q3
• Live Cast equipment will be installed by FY22-Q3
• Go Live with Granicus Legistar and Live Cast in FY22-Q3
STRATEGIC INITIATIVE #4
Modernize County Website

Description
Design and develop a new County website to modernize the look and feel of the website and provide citizens with more ways to connect online.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
The IT department will select a vendor to implement a new, more secure, fully accessible, and user-friendly website and work with all Electeds and departments on requirements, design, and development details.

Key Milestones
- Complete RFP process in FY22-Q2
- Design/development - FY22-Q3
- Complete transition to a new website - FY22-Q4
STRATEGIC INITIATIVE #5

Continue to improve and strengthen DuPage County's cybersecurity

Description
The IT department continues its efforts to find more ways to strengthen the County's cybersecurity protections.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
For FY 2022, the IT Department will: 1) complete county-wide Cybersecurity Assessment and develop a Cybersecurity Plan, and 2) select and onboard vendor for 24x7x365 Managed Detection and Response – Remediation of issues outlined in the assessment

Key Milestones
- Develop RFP for Cybersecurity Assessment
- FY22 Q1 - Publish RFP/Select Vendor/Begin Assessment
- FY22 Q2 - Complete Assessment
- FY22 Q3 - Develop RFP for Managed Detection and Response
- FY22 Q2/Q3 - Select and Onboard MDR partner
- FY 22 Q3/Q4 - Begin remediation of any issues borne out of assessment
DuPage County Strategic Initiatives

Public Works
Public Works
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Implementing Capacity, Management, Operation and Maintenance (CMOM) Plan

Description
Public Works has developed a capacity, management, operation and maintenance (CMOM) plan for County owned sanitary sewer systems. This is a comprehensive plan to identify methods for managing, operating and maintaining the County's collection systems. The plan outlines procedures for preventing sanitary sewer overflows, identifies areas with capacity challenges, and provides industry best practices for overall management of collection systems. Because the collection system includes municipal partners they will be participating in many of these activities. These activities include; accurate mapping (GIS), planned and unplanned maintenance, reduction of inflow/infiltration, grease trap inspection programs, capacity studies to ensure future expansion, and to identify and prioritize capital replacement and rehabilitation projects.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One Year Outlook
The one year outlook is to reduce the amount of infiltration flowing into the treatment plant and to eliminate the number of back-ups due to grease in the system.

Key Milestones
Accurate map updates from our municipal partners and improved communications regarding system expansion and regulation enforcement within their jurisdiction.
STRATEGIC INITIATIVE #2
Implementation of the comprehensive financial and 20-year capital improvement plan (Master Plan) for the Public Works Wastewater Treatment Facilities.

Description
Finalizing the newly upgraded Supervisory Control and Data Acquisition (SCADA) system operations that is running redundantly with the existing system and securing funding and initiating the construction of the electrical systems at Woodridge and Knollwood WWTP.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
Ongoing

One Year Outlook
Nordic Treatment Facility 90% operational by end of year, initiate the Electrical upgrade construction in 2022 and complete in mid/late 2023 and final design for Phase 1 improvements at the Woodridge WWTP.

Key Milestones
Key milestones will include contract approval and kick off meetings for final design plus sign off for substantial completion for the Nordic plant and finally a complete switchover to the new SCADA system.
DuPage County Strategic Initiatives

Stormwater Management
STORMWATER MANAGEMENT
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Stabilize the Stormwater Management Fund

Description
Stabilize the Stormwater Management Department’s budget and increase capital reserves.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
Identify, assess and secure funding opportunities to support the County’s and the Department’s priorities, which includes establishing a financing plan for continued development and ongoing Stormwater operations.

Key Milestones
Update the Program Level of Service which was approved by the Committee in 2017, last updated in 2020, and present to Committee for concurrence.
Stormwater Management
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #2
Enhance Shared Services

Description
Enhance Shared Services efforts to support the community with a special consideration for under-represented watersheds and populations. (Quality of Life, ACT Initiative, Diversity and Inclusion)

Strategic Imperative
Imperative 4: Build on successes of ACT plus quality and leadership

Current Status
In Progress

One-year Outlook
Develop long-range Watershed Planning plans with consideration to under-represented or other vulnerable watersheds.

Key Milestones
Identify and address streambank stabilization issues throughout the County, including identifying and prioritizing locations. Institute a program to preemptively monitor high-risk and high-use waterbodies for harmful algae blooms during warm months. Establish a residential cost-share program for drainage.
Stormwater Management
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
Improve public information

Description
Improve public information and training regarding flooding, watershed planning, county services water quality and other initiatives.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
Complete a comprehensive review of how the public accesses information and use that to enhance both online and in person services for our customers.

Key Milestones
Expand digital public outreach efforts, including short-form videos and creatively using existing outreach materials. Develop digital training sessions and guidance materials for County, municipal and township staff and contractors to meet local, state and federal regulations.
DuPage County Strategic Initiatives

Supervisor of Assessments
STRATEGIC INITIATIVE #1
Online tax/assessment information

Description
Improve taxpayers and other stakeholders access to vital property tax related information by increasing the scope and depth of public records provided online.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
- Identify key real estate database components which are not currently published within the shared "Property Lookup Portal".
- Work with IT Web staff, Treasurer's Staff, County Clerk's Staff and Tyler staff to design search and display templates to be integrated within the existing property portal.
- Work with IT Legacy staff and Tyler staff to provide real estate database segments to populate new display templates.

Key Milestones
Implementation of a new search and display webpage displaying additional property tax and assessment information will be available upon the completion of the new tax/assessment system. This office is presently engaging with Tyler developing this new webpage.
STRATEGIC INITIATIVE #2
Staff Training

Description
Provide Additional trade-specific technical and general customer service-related training to all staff within the department.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
During FY2022, the Supervisor of Assessments Staff expects to:

- Prioritize specific subject matters which additional training will most efficiently improve staffs' effectiveness.
- Identify appropriate providers which can deliver educational programs aligned with prioritized subject matters.
- Facilitate staffs' participation with selected educational programs.

Key Milestones
- The number of staff members awarded a Certified Illinois Assessment Official designation will increase.
- Staff will become more educated in the assessment process to better provide taxpayer services.
STRATEGIC INITIATIVE #3
Implement a new assessment administration software system

Description
Implementation of a new core assessment administration software system to empower employees to better serve taxpayers and other constituents.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
During FY2022, the Supervisor of Assessment Staff expects to:

- Continue to actively participate in the needs for a new assessment administration and taxation system.
- Advocate for the implementation of a new system which will meet current needs while allowing for the additional of specific customer related services such as automated homestead exemption maintenance.

Key Milestones
- Prepare and inventory of key process tasks and relate these processes to statutory requirements and industry best practices providing for framework to evaluate potential system solutions.
- The Supervisor of Assessment staff is currently working with Tyler, the Treasurer’s staff and the County Clerk’s staff to implement a new assessment administration and taxation system.
STRATEGIC INITIATIVE #4
Assessment Appeal e-filing system

Description
Create an assessed value appeal e-filing system.

Strategic Imperative
Imperative 3: Excellence in Customer Service

Current Status
In Progress

One-year Outlook
During FY2022, the Supervisor of Assessment Staff expects to:

- Actively participate in the needs of the assessed value appeal e-filing system.
- Identify and prioritize appeal workflow automations for future projects.
- Continue to work with Tyler to implement this process with the new assessment administration and taxation system.

Key Milestones
- Soft launch of e-filing portal during FY2022.
- Refine e-filing documents after identifying operational weakness exposed during testing/soft/launch during FY2022.
- Complete transition from paper-based appeal system to exclusive e-filing process during FY2023.
- Continue to automate office workflow and external notification system during FY2023.
DuPage County Strategic Initiatives

Transportation
Transportation
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #1
Improve The Highway Access Permitting Process

Description
Improve the highway access permitting process for private entities and public agencies to construct and maintain their facilities in county rights-of-way.

Strategic Imperative
Imperative 5: Foster continued growth of the DuPage Economy

Current Status
In Progress

One-year Outlook
- Integrate newly acquired permitting software into permit workflow and introduce applicants to the new process.
- Prepare an update to the Highway Permitting Ordinance to reflect the process changes resulting from the software implementation, as well as best-practices of peer agencies and FHWA access management recommendations.
- Present a revised ordinance to the County Board for approval.
- Develop a Highway Permit Guidelines document that will serve as the technical supplement to the ordinance, to provide specific guidance to owners, developers, and design consultants.

Key Milestones
- 3rd QTR - Complete development and adoption of the revised Highway Access Permit Ordinance.
- 4th QTR - Develop Highway Permit Guidelines document to address common permit application questions.
STRATEGIC INITIATIVE #2
Capital Improvement Plan (CIP)

Description
Develop/publish an annual and multi-year capital improvement plan. Reflect the priorities set out in the recently completed Long Range Transportation Plan.

Strategic Imperative
Imperative 2: Comprehensive Financial Planning

Current Status
In Progress

One-year Outlook
The CIP is companion to the recently adopted Long Range Transportation Plan (LRTP). The DOT has formed an internal working group to evaluate the process, review projects and costs, and to design reports. The outcome of these efforts will be an annual 5-Year CIP that lists each project and provides a narrative on how the projects meet the goals and objectives set out in the LRTP. The CIP is expected to be complete in late 2022.

Key Milestones
- Spring 2022 - Report Formatting and Project Data Entry
- Summer 2022 - Narrative Development
- Summer/Fall 2022 - Transportation Committee Review
- Fall 2022 - County Board Approval
Transportation
FY2022 Strategic Initiatives

STRATEGIC INITIATIVE #3
DuPage County Mobility Plan

Description
Project updates and modifies the 2011 DuPage Area Transit Plan (DATP). This is companion to the recently adopted Long Range Transportation Plan (LRTP). The DATP is being conducted in cooperation with the Regional Transportation Authority (RTA) and funded through the RTA's Community Planning Grant. The DATP will be a framework for future initiatives that may be undertaken by the County in partnership with municipalities, transit providers, private entities, and other governmental agencies in order to improve mobility for all people in DuPage County. The DATP will also include mobility guides to assist new and existing residents, companies and employees navigate the mobility landscape in the region.

Strategic Imperative
Imperative 1: Quality of Life

Current Status
In Progress

One-year Outlook
The DATP is expected to be complete in late 2022. Plan development includes multiple meetings with the Steering Committee, and Stakeholder Committee which includes the Business Community, Work Force, Colleges, Senior, and Disabled community representatives. These groups will be engaged in an effort to guide the County and RTA on where gaps exist, what is needed by their constituents and how mobility challenges might be overcome.

Key Milestones
• March 2022 - Existing Conditions Report
• Spring 2022 - Stakeholder Outreach and Surveys
• Spring/Summer 2022 - Service Gap Analysis
• Summer/Fall 2022 - Draft Mobility Plan
• Summer/Fall 2022 - Mobility Guide
• Fall 2022 - Final Stakeholder and Steering Committee Meetings, Draft Plan Review
• Fall/Winter 2022 - Final Mobility Plan