



DUPAGECOUNTY

FY2021 STRATEGIC INITIATIVE IMPLEMENTATION SUMMARY



Strategic Planning Committee

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FY2021 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 FY2021, each County Board jurisdiction department identified up to five strategic initiatives, for a total of 58 strategic initiatives that were pursued.**

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. At the end of this year-long process five strategic imperatives were identified. Beginning in FY2016, each County Board jurisdiction department identified strategic initiatives to pursue which advance these imperatives. In FY2019 the County Board updated the Strategic Plan to include Diversity and Inclusion bringing the number of strategic imperatives to six.

FY2021 continued to bring challenges related to the COVID-19 pandemic. Luckily, this year also brought along vaccines allowing some normalcy to return to operations. Some initial strategic initiative priorities were still shifted to meet demands by mitigating the pandemic. The Care Center continued to protect the residents, families, and staff through a highly focused plan on infection control measures. These measures continued to save lives and stop the spread of COVID-19.

Even with the additional challenges of a continued global shut down, departments have worked to advance their strategic initiatives and, in coordination with their parent committees, have periodically provided updates regarding implementation progress. This FY2021 Strategic Initiative Implementation Summary provides highlights from FY2021 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 FY2021 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 bullet points provide a snapshot of each strategic initiative and the corresponding strategies of DuPage County government to implement its Strategic Plan.



Animal Services

Strategic Initiative #1 - DCAS is a well-known part of the community in protecting citizens and animals through enforcement and administration of state and county laws. DCAS will also ensure that it is addressing the needs of the community’s pets and unwanted animals, by connecting pet owners with resources and ensuring the five freedoms on animals in the custody of the County. Additionally, DCAS must continue working with other animal agencies and local municipalities to maintain an animal emergency preparedness plan.

Update: The department was able to successfully facilitate 77 humane education programs and outreach events both via online programs and some limited in-person events. Online programs were recorded and made available for 24/7 playback online. A weekly segment called 2-Minute Tuesday was launched to provide short and engaging animal related content once per week as a lead up to more in-depth webinars. A Bite Prevention virtual program was delivered for County Employees and DuPage County Police Departments. The department also facilitated an in-person training seminar on Catch Pole Use for police departments. Dr. Hanek presented on animal emergency preparedness to the Community Emergency Response Team (CERT). Animal Services hosted 2 fee vaccine clinics in addition to expanding the spay/neuter voucher program to include all bully breed dogs. 309 cats and dogs went through the free spay/neuter/wellness voucher program. Animal Services launched a quarterly newsletter with content targeting the veterinary community. The goal of this newsletter was to continue outreach efforts to get information into the hands of the professionals working closely with pet owners and to foster a positive relationship with veterinary partners. A monthly newsletter was published online and distributed via email to the general public on animal welfare, care and other topics.

Strategic Initiative #2 - DCAS must assess community needs, measure outcomes and prioritize as needed to be fiscally responsible. Leadership will consider how to contain cost, enhance revenue, and work with DuPage Animal Friends to meet long-term budget planning that meets the current and future capital improvement needs of the department.

Update: Animal Services implemented a new rabies tag sale process for veterinarians that resulted in more efficient revenue collection. An informational card was designed to supply vets that don't carry DuPage tags so they could provide guidance to their clients on how to register vaccinations, resulting in increased compliance and revenue. DuPage Animal Friends continued their commitment to supporting department programs and funded additional projects and animal care beyond the initial FY21 unrestricted grant.

Strategic Initiative #3 - DCAS must continue to build on programs and resources for all things animal related in DuPage County, helping to create a model community for people and pets. The department will foster a culture that values excellence in customer service, an inclusive path to pet adoption, and reduce biases.

Update: Animal Services continued to move towards a case-management approach to helping pet owners solve animal related issues. This included more time dedicated to counseling people on where to



access medical and behavioral resources, how to reunite found pets outside the shelter system, as well as how to self-rehome pets so they never have to enter the shelter system. The department hosted species specific adoption events at the shelter to encourage learning about pet care, fostering and adopting shelter animals. Partnerships with other agencies supporting healthy people and animal communities maintained a priority. Working with Feral Fixers, over 590 cats received spay/neuter services and other wellness treatments through the Specialty Veterinary Vehicle. Free food and other pet supplies were distributed both directly to pet owners in need and through other agencies such as DuPage County Senior Services, Salvation Army, and other food pantries and rescue organizations.

Strategic Initiative #4 - DCAS continuously strives to pursue operational efficiencies and is known in the sheltering industry as a leader in implementing best practices.

Update: Clear customer service standards were regularly communicated to staff and online training resources were shared to ensure the department was implementing best practices in sheltering and field services. Participation in the Chicagoland Lifesaving Coalition and Human Animal Support Services groups continued to provide insight to local and national changes in the industry to guide conversations around operational efficiencies. Animal Services continued to provide veterinary services at no charge to the DuPage County Sheriff's Department K9s.

Strategic Initiative #5 - DCAS is an important community resource that enhances the desirability of DuPage County as a place to live and volunteer.

Update: Animal Services took in 1,924 animals in 2021 and had a live release rate of 89%. The department continues to be a resource not only utilized by DuPage County residents, but we are referred by other collar county animal control agencies. Social media engagement increased, with the Facebook page reaching over 20,600 followers, more than doubling the prior year. The department received numerous interview requests from various media outlets to share the work we do. The volunteer program was brought back online with almost all the positions filled. We receive regular requests from the public to join our volunteer program and learn how they can help support the care of the animals. Dr. Hanek mentored students and other volunteers on shelter medicine to encourage further interest in the field of veterinary medicine.



Building & Zoning

Strategic Initiative #1: 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.

Update: The Building & Zoning Department in conjunction with the Department of Transportation, Public Works and Stormwater Management are currently in the final phase of the implementation of the new Accela permitting software. This software will allow the public to apply for building permits, zoning entitlements, file code enforcement complaints, and manage our Administrative Adjudication Program in a paperless format. The new system is scheduled to go live at the end of January 2022.

Strategic Initiative #2: Periodically review and update the County Building Code

Update: In 2021 the Building Department undertook the review and adoption process for a new more current County Building Code. The previous code cycle being used by the County were the 2015 International Code Council codes and the 2014 National Electric Code. The new codes that were adopted are the 2021 International Code Council Codes and the 2020 National Electrical Code. These periodic updates keep the County current with the national building codes and maintain good standing with our Insurance Services Office (ISO), currently a 4 rating, and Community Rating System, currently a 6 rating.

Strategic Initiative #3: Continued update of Code Enforcement Processes and Regulations including integrating Animal Service into the Adjudication Program (APP) for comprehensive code enforcement.

Update: The County will continue to process code enforcement cases through the Administrative Adjudication Program and continue to use this program to process cases in the Neighborhood Revitalization Program, (AKA Clean and Lien program).

Strategic Initiative #4: Continue to update our CRS program and take actions to reduce the County's flood insurance rating to help reduce flood insurance rates for residents in the unincorporated area.

Update: In 2022 the County will be required to recertify its CRS program with FEMA after five years. Staff will be working with various departments of the County to assist in the review and attempt to maintain the County's CRS rating of 6.

Strategic Initiative #5: Engage with municipal partners and property owners in short and long-term land use planning efforts.

Update: The County is currently engaged in the Lake Street Corridor Land Use and Overlay District planning initiative. We will continue to work with our consultant Teska and Associates and our partners including the communities of Bloomingdale, Roselle, Hanover Park and the township agencies to bring this program to fruition by the end of 2022.



Campus Security

Strategic Initiative #1: The Security Division will continue to upgrade the Video Surveillance System as part of a long-term replacement program for outdated equipment.

Update: The Security Division was provided funding to continue to upgrade the Video Surveillance System. This will complete replacement of outdated equipment that is still in place on campus. The project should be completed in the next fiscal year.

Strategic Initiative #2: The Security Division focuses on the safety and security of all, customers and employees, who enter the DuPage County Campus on a daily basis. This is accomplished with the coordination of efforts by various departments within the county to identify crime risks and develop strategies to prevent those crimes from occurring.

Update: The Security Division focuses on the safety and security of all, customers and employees, who enter the DuPage County Campus on a daily basis. Security has conducted an assessment and have identified areas that are in need of physical security improvements. We will begin those improvements most notably with a new Security Main Entrance in the Jack T. Knuepfer Building.



Community Services

Strategic Initiative #1: Continue our work on expanding community outreach, focusing on communities most severely impacted by COVID-19 to ensure additional COVID-19 related grant funding is targeted for the greatest impact.

Update: Continued COVID protocols impacting in-person events has reduced opportunities for direct community outreach. Focus has been on sharing information electronically through social media, email blasts, and partnering with other community organizations. Secured funding from the County Board ARPA fund for an outreach coordinator to be hired in 2022 and return to in-person community events when circumstances allow.

Strategic Initiative #2: Building on processes built to quickly implement remote working, we will examine our on-line application processes and identify technologies to increase residents' ability to access Community Services programs through electronic means.

Update: Have begun discussions with the new Chief Information Officer regarding the need for process improvement through automation, streamlining, and increased electronic access for clients, however significant progress has not been made on this initiative.

Strategic Initiative #3: Continue to work toward the implementation of a 2-1-1 system

Update: Secured a commitment of ARPA funds from the County Board for the implementation of 2-1-1. Training of Addison Consolidated Dispatch Center staff has begun. Anticipate launch in the 2nd quarter of 2022.



County Board Office

Strategic Initiative #1: 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.

Update: We continued to grow our municipal communicator group, Talk DuPage. The group met seven times in 2021; we began the year with monthly meetings, and attendees agreed they would rather have fewer meetings spaced further apart. We will opt for quarterly meetings in 2022. The group also shares content that we provide on their social media channels and through their newsletters. We estimate placements through Talk DuPage reached an estimated 616,350 people, a 5 percent increase from the previous year. We anticipate beginning a similar communications group with communicators from the Collar Counties in 2022.

In 2021, Communications staff produced videos for several departments and elected officials, including the Office of Homeland Security and Emergency Management, Animal Services, DuPage Care Center, Circuit Court Clerk’s Office, DuPage County Jury Commission, and 18th Judicial Circuit Court. We anticipate there will be more video requests 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.

We’ve built our social media following to nearly 25,000 people. Our social media content reached 3,017,045 people on Facebook and 433,200 people on Twitter. Facebook’s numbers were buoyed by a post thanking first responders that went viral. When taking the reach of that one post out, we reached 565,867 people. We revamped our social media policy in the fourth quarter of 2021, which took effect beginning Jan. 1, 2022.

DuPage County communications staff used several outlets to share messages about County programs and services in 2021. Staff leveraged media partnerships locally, regionally, and nationally to increase message distribution via traditional media. We finished 2021 with 854 media stories.

We added 4,522 new subscribers to our newsletter service in 2021. We’re continuing to explore ways to boost the number of people who sign up for the county newsletter service.

Strategic Initiative #2: Continue implementation of the ACT Initiative throughout DuPage County and the State.

Update: The County Board Office continues to monitor legislation in Springfield that will allow more consolidation and efficiencies throughout the County and State. Over the past two years, it has been difficult for the General Assembly to focus on this topic due to the overriding concerns of the COVID-19 Pandemic.



Strategic Initiative #3: Promote inclusivity by building upon existing initiatives and expanding opportunity for people seeking employment, vendor contracts, educational opportunities and appointments within DuPage County.

Update: The Ad-Hoc Committee on Diversity and Inclusion was formed in 2021 and had its first meeting in June where the process of creating a Disadvantaged Business Enterprise (DBE) and Minority Business Enterprise Program (MBE) was discussed. These programs are in the works and are being coordinated by the Department of Transportation, IT, and Finance.

Over the last year, the County Board has approved 66 new appointees’ to various appointed agencies and boards. This has been accomplished through working with various community groups to identify outstanding individuals who are willing to serve the residents of DuPage. The County Board Office continues outreach efforts to build relationships and find leaders throughout the community.

Strategic Initiative #4: Coordinate internally the distribution of federal dollars received in May of 2021 under the American Rescue Plan Act (ARPA) and deliver assistance to individuals and businesses impacted by the COVID-19 pandemic.

Update: The County Board has held multiple Finance Committee meetings discussing the allocation of the \$179 million received by ARPA. These discussions have included setting aside money for the DuPage County Health Department and other Public Health Emergency needs that might arise over the next five years. In addition, the County Board has approved the allocation of funds toward stormwater improvements, sewer infrastructure improvements, community assistance, COVID mitigation projects, and economic stimulus for the business community. These allocations will continue to be discussed over the next five years as the federal dollars are spent to assist individuals impacted by the COVID-19 pandemic. The county also established an ARPA webpage to keep residents up to date on the county’s progress.

Other Issues:

In the past year, the Redistricting Committee was able to meet the statutory requirement of completing the decennial reapportionment process of drawing new districts maps for all six County Board Districts. This process was open and transparent with 11 different public committee meetings, two in-person open houses, and two different board meetings where individuals were able to make public comments. The Redistricting Committee made it very clear that they wanted the reapportionment process to be open and transparent for all members of the public to have a voice. With all of those meetings, there were over 125 different residents who submitted feedback.



Department of Transportation

Strategic Initiative #1 - Develop a Long-Range Transportation Plan. The Division of Transportation (DOT) will develop a 20-year comprehensive plan to establish the current state of the County’s transportation infrastructure and future directions. The County, supported by citizen input, will establish goals, objectives and performance measures against which to track the progress of the County’s transportation investments. Using these, the DOT will develop a comprehensive project program, constrained by feasibility and budget. The plan will also examine current and recommend future fiscal resource policies.

Update: The Division of Transportation completed its Long Range Transportation Plan and the Board adopted it December 14, 2021. This Plan will serve to guide investments in transportation for the DOT for the next 20 years. It reflects the goals, objectives and priorities of our citizens as provided through various stakeholder and public involvement forums. The \$1.6 billion Plan will make investments in maintenance, operations, capital projects. The majority of investments will focus on state of good repair. Investments in system enhancements and system expansion will relieve congestion, expand our multi-modal network including sidewalks and new bicycle corridors, enhance our economy and emphasize environmental stewardship.

Strategic Initiative #2 - Review DuPage County’s Impact Fee Program to ensure it continues to reflect a balance between development and transportation. The DuPage County impact fee program began in 1989 as a program to ensure that new development was paying a fair share of the cost of building new capacity on DuPage County highways. State Law requires that DuPage County update its impact fee program every five years and to amend its ordinance as necessary. As part of that mission, the County must determine the need for continued resources and whether the fees that the county assesses are equitable and directly related to impacts caused by development.

Update: Our Impact Fee ordinance was amended and approved by the County Board on September 28, 2021. The amended Ordinance reflects new expenditure and fee mitigation policies in addition to updates to the impact fee rate schedule. A public hearing on the Comprehensive Road Improvement Plan (CRIP) was held. The Final CRIP is expected to be presented to the County Board for adoption early 2022.

Strategic Initiative #3 - Improve the highway access permitting process for private entities and public agencies to construct and maintain their facilities county rights-of-way Implement.

Update: Updates to the permitting process and ordinance have been drafted to reflect best practices and peer agency reviews. As the DOT migrates to an all on-line permitting process, updates to our permit ordinance has been deferred until this new process is fully implemented.

Strategic Initiative #4 Implement a Business Enterprise Program support efforts to expand participation in public works contracts by firms that are owned or controlled by socially and economically disadvantaged individuals including women, minorities, and veterans.



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Update: The first meeting of the Ad-hoc Committee on Diversity and Inclusion was held in June, 2021. This Ad-hoc Committee's mission is to advance the next substantive steps to create a Business Enterprise program for the County with a specific emphasis on Transportation, Public Works, Stormwater and Facilities Management and to recommend policy actions to the DuPage County Board in accordance with our Diversity and Inclusion strategic imperative. At its inaugural meeting in June, the following topics were introduced and discussed: Outreach, Data Collection/Reporting of Disadvantaged/Women/Veteran Owned Business Usage in County Contracts, Small Business Opportunities, Disparity Study, and BEP Adoption/Organizational Requirements. ARPA funds have been approved to advance data collection, disparity study and to fund a new diversity position. Meetings have been held internally to advance each of these focus areas.



Environmental

Strategic Initiative #1: Facilitating the goal of reducing greenhouse gas levels 20% by 2030 and other Cool DuPage goals through education efforts.

Update: The Cool DuPage goal is set on the baseline of 2007 using kWh, therms and vehicle miles traveled as the means to measure. The Division completed a review of recent metrics and determined that greenhouse gases have been reduced by 22% since 2007. The main contributing factor was a reduction in consumption of electricity. This reduction did not account for the recent uptick in renewable energy installations. The Division is continuing to encourage and support energy efficiency, renewable energy, mass transit and other non-motorized transportation options. The 2nd and final goal is set for 2030 which may illicit an increase in electricity consumption as individuals and businesses shift to electric vehicles. The Division is considering other regional climate goals that might be a better fit for the next decade of change. The Division is also working with ComEd to develop an accounting for solar developments.

Strategic Initiative #2: Develop recycling and disposal options for hard to manage items in the residential waste stream.

Update: During 2021, the Environmental Division used social media to share information on hard to handle items and is currently working on expanding the online Recycling Guide. Paint is now being collected at local recycling events throughout the County. The County has officially sponsored 10 electronics recycling locations, with two being available Monday through Friday; four quarterly locations; one monthly location and three to four one-day events. The recycler also collects textiles. The Division has been working to expand the collection to include books and other fiber products. Addison Township will be launching this pilot in 2022. The Division received notification that the Regional Household Hazardous Waste Facility has been approved to accept e-cigarettes. The Division has begun outreach to prevent these from being landfilled or littered as they contain liquid nicotine mixtures that can post a threat to human health and the environment.

Strategic Initiative #3: Investigate opportunities for the alternative collection of items that pose a safety risk in the curbside waste and recycling stream.

Update: The Environmental Division has been promoting drop off locations for sharps and batteries on social media. Staff has been working with a vendor that now has the capacity to accept and recycle small propane tanks. A pilot collection is being finalized with the Forest Preserve District with funding for the recycling to come from the Division's 2022 budget. The pilot program is expected to cost approximately \$500. The Division offered the propane tank collection to the electronics recycling partners however, at this time, none are participating. The U.S. EPA is expected to offer funding for battery recycling under the recent IJA. The Division is tracking the funding opportunity and will develop a program accordingly. Lithium batteries are currently collected by the County's electronics recycling firm however, it is limited to batteries inside electronics. The Division has been promoting participation in the Illinois EPA's sharps collection program and worked with the Sheriff's office to switch to this larger scale collection. The



Division provided a collection kiosk (see below) for the Sheriff's sharps/needles collection program to reduce risk and increase safety. The 2022 budget for this strategy is up to \$5,000 for recycling events including the aforementioned and other items including 2 sign recycling events.





Facilities

Strategic Initiative #1: Develop a comprehensive long-term court needs assessment plan that includes an overall analysis of the 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.

Update: Significant planning and construction has been completed in the 503 and 505 Judicial buildings. The first phase of work completed addressed COVID and improvements required to address this pandemic. The second phase which started March, 2021 is addressing space needs and operational efficiencies, primarily in the 503 building. A thorough analysis of both facilities has been completed in partnership with the 18th Judicial Circuit. An expansion of the 3rd floor of the 503 building and a rework of all three floors of the 503 building is being pursued along with improvements to the 505 and 501 buildings, with a completion date goal of the 4th quarter, 2023. One branch court remains at the Glendale Heights Village Hall. This facility is well received by Glendale Heights and the 18th Judicial Circuit.

Strategic Initiative #2: The last capital campaign for large Facilities Management construction projects was in 2010, the RZ Bond issue. This \$69MM bond issue allocated \$25,900,000 for Facilities capital projects with the majority being allocated to the back-up generator project. Annual capital allocations to the Department do not provide adequate dollars to fund the larger Facilities capital project needs. Further, the annual capital requests for the department have been underfunded with some relief from Cares Act dollars. Facilities Management has evaluated the entire campus and has compiled a \$37.2MM capital needs program to be completed within the next 2-5 years.

Ten-year Facilities capital campaigns like this are typical in the industry to cover large projects that are a one-time expenditure every 10-30 years.

Update: Funding received from the Cares Act and ARPA federal programs have addressed a vast majority of the capital needs for Facilities. The major outstanding short term capital need for the department is structural and surface repairs to the 479 and 509 parking decks. A 10-year capital program for the parking decks will be completed April, 2022.



Finance

Strategic Initiative #1: Maintain a long-term focus on County operating and capital needs.

Update: Due to the exceptional growth in Sales Tax, Real Estate Transfer Tax and Income Tax the County was able to fund a number of projects and initiatives during FY 2021. Funded projects include new Voting Machines (\$5.9 million), Establishment of a Vehicle Replacement Fund (\$4.1 Million). Retired two outstanding bonds early (\$6.3 Million), pre funded capital infrastructure (\$2.5 Million), pre funded Infrastructure Technology/Tyler Tax System (\$4.0 Million), purchase new security cameras (\$900K). The Finance Department updated the 5 year financial plans for the General Fund, Care Center, Department of Transportation and Stormwater.

Strategic Initiative #2: Allocate, budget, account for and report on ARPA funds during FY 2021 and 2022.

Update: The Finance Department was able to do all the quarterly reporting for the CARES/CRF fund with the United States Treasury during FY 21. The County Board allocated and budgeted for the first tranch of ARPA funds in FY 21. The Finance Department will continue to track and report to the federal treasury during FY 2022.

Strategic Initiative #3: Provide assistance and support for the County’s Diversity & Inclusion initiative.

Update: The FY2022 Finance Department budget included a new position of Diversity Coordinator. It is anticipated a new Diversity Coordinator will be hired within the Procurement Division the second half of FY 2022. The procurement division is also preparing a RFP for a Diversity Consultant to assist the County in starting the program.



Human Resources

Strategic Initiative #1 - Move County Board Departments recruitment to a web-based software that will automate the recruitment process. This will provide a more streamlined process and staff engaged with the recruitment can access information regarding the recruitment online. This will eliminate some of the paper documents used (i.e., paper job applications, certifications of employment and reference checking) as this will move to an electronic delivery and processing.

Update: The recruitment process has been incorporated into the NEO GOV, applicant tracking and recruitment system. Many tasks were able to be automated into the system resulting in streamlining processes and reducing several paper forms. System access and instructions have been prepared and provided to staff involved in the recruitment process so that they can access information and engage appropriately as needed throughout the recruitment. Recently the County Board Employee Handbook policies regarding Recruitment, Selection and Hiring policies were updated and approved by County Board to reflect the updates and changes to the County’s current practices pertaining to recruitment.

Strategic Initiative #2 - Moving onboarding of newly hired employees to the web-based NEOGOV Onboarding software module. We currently have this process online with the assistance of the IT training portal. Moving to the NEOGOV onboard software will allow this process to be more streamlined and automated as this module is created to support the complete onboard process under one system.

Update: All new hire onboarding is currently being conducted through the IT training portal which allows employees to complete the required New Employee Orientation (NEO) online. This process offers all the same information as the in-person training; however, it has reduced the amount of time new staff are away from their position for this training. This year, we continue to work towards incorporating this task into the NEO GOV onboarding portal along with processes and procedures to administer this orientation. The module has the capability to integrate with the ERP system. However, with the payroll module being unsupported by the end of the year, this integration implementation and cost associated is currently on hold until it is determined the direction for the future of payroll.

Strategic Initiative #3 - Moving internal forms to the web-based NEOGOV E-Form software module. We will move identified forms from a paper process to an automated process which includes completed of required information and approvals. Moving to the NEOGOV E-Form, will allow this process to be more streamlined and automated as this module is created to move forms to an online format to be completed.

Update: The NEO GOV forms document module has been reviewed and assessed regarding new hire forms being moved to an electronic form within the system. Forms identified as appropriate to be completed through the electronic form module will be developed. Procedures and workflows will be determined for forms that still require staff engagement.

Strategic Initiative #4 - 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



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abreast of pending acts and laws which could potentially impact employment operations. Most recently, the Human Resources Office has reviewed, advised, and responded various new Acts and Laws, some more notably, the Family First Coronavirus Response Act, Minimum Wage Adjustments and the Janus decision. The mentioned changes have resulted in changes such as new or modified County Board policy changes, Memorandum of Understanding agreements with current union contracts, updated forms and documents created and implemented to be compliant with the Acts or Laws along with updated or new procedures and processes implemented.

Update: This initiative continues to be ongoing. As the County continues to receive and review new and updated state and federal acts and laws, the Human Resources Department continues to review and advise on the impact to these changes to the County and its employees. These can result in reviewing and/or updating County policies. The Human Resources department discusses and review with appropriate parties as the acts and/or laws are presented. This may include County Board, States Attorney Office, Chief Administrative Officer, Finance and/or other departments as deemed appropriate.

Strategic Initiative #5 - (Workforce Development Division) Economic Recovery—assist with rapid reentry to the workforce for residents out of work due to COVID-19 into stable, in-demand career pathways

Update: WorkNet DuPage plans to implement targeted outreach, expansion of program offerings, and a client-centered equity service strategy to reengage DuPage County residents that are not participating in the labor force post-COVID.



Information Technology

Strategic Initiative #1 Modernize the Technology Infrastructure – Implementation of the Tyler Tax Administration System.

Update: Tyler has deployed the iasWorld application and provided DuPage the Test server access. Tyler has been meeting with the Supervisor of Assessments, County Treasurer, and County Clerk to review the county processes and demonstrating the system for these departments. Tyler identified multiple areas that require additional development and work is still ongoing. Tyler has only completed 50% of the configuration and software set up for DuPage. DuPage has provided all the requested/required data files. Tyler is converting the data provided. Training and Testing is outstanding, anticipate beginning this in the second quarter 2022.

Strategic Initiative #2 Continue to improve and strengthen DuPage County’s Cyber Security

Update: The IT department deployed Multi-Factor Authentication for Email and VPN access to further strengthen our cybersecurity stance. We are currently completing an email security assessment and ransomware hardening assessment at the advice of our cyber insurance provider. Our next steps are to publish an RFP for an overall Cybersecurity Assessment which will include all Elected Offices and Departments on the County Network. This assessment will also help us to develop a Cybersecurity Plan/Roadmap that the County can follow in the future. We will also be developing an RFP to obtain Managed Security Services. This allows for a 24/7/365 response to any potential cybersecurity incidents.

Strategic Initiative #3 - GIS is working in cooperation with NE Illinois Counties (DuPage, Cook, Lake, Kane, McHenry, Will) utilizing GIS to combat the opioid crisis and keep participants informed on changes in and around the NE Illinois Region.

Update: This has been pushed out to 2022 due to COVID.

Strategic Initiative #4 - Provide GIS shared services to other government agencies where resources for Geo-Spatial services are limited.

Update: GIS continues to provide continuous GIS support to Village of Lisle, Lisle Woodridge Fire Protection District and DuPage County Forest Preserve District.

We also continue to share GIS data and aerial imagery to other taxing bodies in DuPage County.

Strategic Initiative #5 - Redesign of County Website

Update: IT has received input from stakeholders (Elected Officials, Department Heads, External Customers) via Surveys and used that as well as internal expertise and industry best practices in completing an initial scope of work. We have issued Request for Qualifications, received 16 proposals, and qualified 10 companies. Next step is to publish an RFP and select a vendor. This will occur in Q1 FY22.



Office of Homeland Security and Emergency Management

Strategic Initiative #1 - The DuPage County Office of Homeland Security and Emergency Management (OHSEM) will work with other County departments, DuPage municipalities, and DuPage Fire Protection Districts to update emergency plans. Types of plans include state required emergency operations plans (EOP), continuity of operations (COOP) and continuity of government (COG) plans, medical countermeasures (MCM) and point of dispensing (POD) plans, and local event action plans.

Update: Updated the County's Emergency Operations plan (EOP). (March 2021) Renewed the Office of Homeland Security and Emergency Management's (OHSEM) accreditation as an emergency management agency with the Illinois Emergency Management Agency (IEMA). (May 2021) The County is successfully using the County's COOP/COG plan to perform essential services during the pandemic. Coordinated with municipalities to update their EOP's. (Finished in December 2021) With County partners, OHSEM began making updates to the County's Debris Management Plan, Damage Assessment Plan, and Resource Management Plan. Conducted a security review for the DuPage County Election Division. Assisted the DuPage County Care Center with updating its Emergency Evacuation Plan. Assisted DuPage County Health Department (DCHD) with surveying potential mass vaccination sites. Designed and packaged a portable 20-phone call center for use during emergencies anywhere connectivity to the County network can be established. Continued 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.

Strategic Initiative #2 - The DuPage Office of Homeland Security and Emergency Management (OHSEM) is focusing on distributing informative content to residents and stakeholders of DuPage County to improve awareness about the hazards the County faces and encourage that preparedness steps be taken. OHSEM plans to coordinate with other County departments to create public service announcements (PSA) and distribute information that other departments have created. OHSEM will also work with State and Federal agencies to distribute common messaging that supports monthly preparedness topics on its social media platforms. In addition, staff and volunteers will attend outreach events throughout the year.

Update: Continued an active preparedness messaging program using social media which included monthly preparedness topics from the Federal Emergency Management Agency (FEMA) and IEMA. Created social media content to promote National Weather Service (NWS) preparedness topics and for actual severe weather incidents. Created collateral material delivered to tornado-affected homeowners. Supported County communications effort in tornado media response. Participated with other County departments at a Multi-Agency Resource Center for two days in June 2021 to serve more than 350 DuPage County families affected by the Father's Day tornado. Pivoted from in person events to virtual and created relevant online and social media content when appropriate to amplify messaging based on the needs of our constituents, while remaining ready to resume in-person community outreach when it is safe to do so. Continued 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.

Strategic Initiative #3 - The DuPage Office of Homeland Security and Emergency Management (OHSEM) is focusing on the promotion of training, both internally and externally, so that we may bring partners together. A shared educational background provides the opportunity for not only networking and establishing relationships, but also for a common operating picture with an understanding of Countywide capabilities. Trainings will utilize the newest technologies and practices.

Update: Taught Basic and Advanced Incident Command courses to County departments and stakeholders. Taught FEMA Basic and Advanced Public Information Officer (PIO) courses. Taught IEMA required certification courses, a set of classes leading to State-recognized emergency manager professional development. Taught the FEMA Basic Academy, an entry point for individuals pursuing a career in emergency management. Taught Homeland Security Exercise Evaluation Program (HSEEP) classes, a set of guiding principles for exercise and evaluation programs as well as a common approach to exercise program management. Provided annual DuPage County Emergency Response Guide (ERG) training to all County employees. Provided emergency management training courses to DCHD emergency preparedness staff.

Strategic Initiative #4 - The DuPage Office of Homeland Security and Emergency Management (OHSEM) is focusing on increasing the number of both internal and external exercises the County participates in for this fiscal year. OHSEM plans to support and encourage municipalities in conducting tabletops, workshops, drills, and functional exercises. In addition, OHSEM plans to host virtual, multi-jurisdictional exercises throughout the year that municipalities can participate in as permitted by IEMA.

Update: Assisted in reviewing municipal exercise plans. Captured lessons learned from real-world incidents such as the Father's Day tornado. Coordinated annual fire drills (autumn) and shelter-in-place drills (spring) for County employees. Coordinated the County's response to the Father's Day Tornado real-world incident. This included a visit by the Director of the Illinois Emergency Management Agency and an on-site assessment and subsequent disaster declaration by the Small Business Administration, which yielded U.S. government-funded low-interest recovery loans. Continued to manage State and County personal protective equipment (PPE) caches to ensure accessibility to these critical resources for responders, County employees, and other stakeholders. Supported County public safety agencies for real-world events and incidents including the Presidential Inauguration, the Oak Brook Mall shooting, and numerous severe weather events. The OHSEM Communications Unit and its volunteers donated thousands of hours of advanced technical skills to prepare for and respond to emergencies and planned events. The State awarded DuPage County custody of a new communications vehicle and the equipment for it with the mission to design and build the prototype asset. When complete, this asset will serve DuPage public safety agencies.

Strategic Initiative #5 - The DuPage Office of Homeland Security and Emergency Management (OHSEM) is partnering with stakeholders to host trainings, conduct outreach campaigns, and provide guidance materials for local stakeholders including schools, houses of worship, and businesses. Stakeholders include local police and fire departments and associations, other County departments such as the



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Sheriff, State entities such as IEMA, and Federal entities such as the Department of Homeland Security (DHS), the Cybersecurity and Infrastructure Security Agency (CISA), and the Federal Emergency Management Agency (FEMA).

Update: Continued to update the Protect DuPage website to include new resources for residents' preparedness and for training opportunities. Developed a House of Worship emergency preparedness workshop with local public safety partners and the U.S. Department of Homeland Security. The first in a series of workshops was scheduled for January 2022 but was postponed due to the pandemic. Distributed more than 100 American Red Cross clean-up kits to community partners. Distributed IEMA-provided Emergency Response Guides (ERG's) to various educational and first-responder organizations. Coordinated the Local Emergency Planning Council (LEPC) to ensure the community's right-to-know of hazardous materials and incidents. Continued dialogue with DuPage County community stakeholders to discuss homeland security and emergency management topics. Assisted DuPage County hospitals with topical training and emergency response exercises by request and as a member of the Region 8 Healthcare Coalition.



Public Works

Strategic Initiative #1: Implementation of the comprehensive financial and 20-year capital improvement plan (Master Plan) for the Public Works Wastewater Treatment Facilities. The Master Plan was completed in 2018.

Update: Project 1 is the Nordic Wastewater Facility located in Itasca. Reconstruction of the facility was started in spring of 2021 and is well underway. Approximately 50% of the old plant has been demolished with all temporary plant operations in place. Concrete foundation work will continue through the winter and into spring with filtration processes being installed summer 2022. The Facility is scheduled to be 90 % operational by end of 2022. Project 2 is the Woodridge and Knollwood WWTP electrical upgrades. The design engineering is complete, and the project is currently out for bid. Once final cost is evaluated Public Works, IEPA revolving loan funding availability will determine a construction start date. It is anticipated we will start as early as spring 2022 or as late as summer 2023. Project 3 is the Phase 1 improvements to the Woodridge WWTP. This project will upgrade to new energy efficient blowers and state of the art headworks for the plant improving process operations. Staff is currently finalizing a contract for design engineering of the project.

Strategic Initiative #2: Build on Successes of various intergovernmental agreements throughout DuPage. Finalize agreement with Waste Management & DuPage Forest Preserve to accept and treat leachate from surrounding landfills. Pursue additional shared services opportunities with other municipal partners

Update: Public Works has continued partnerships with surrounding municipalities to provide various shared services and make DPC equipment available to these communities. Public Works & Stormwater televising crews have completed over 30,000 ft of pipeline inspections for Wheaton Sanitary District and the Village of Lisle. Public Works, DPC Forest Preserve, and Waste Management finalized an agreement to accept leachate at the Woodridge WWTP from the Green Valley landfill. This will allow a cost-effective long-term solution to properly treat the leachate from the landfill. The agreement also allows for the Forest Preserve to bring leachate from other district owned landfills if needed.

Strategic Initiative #3: Consolidation and combining of services to increase operational efficiencies

Update: Public Works has finalized an IGA with the City of Darien to continue meter reading and billing services. Darien and DuPage County will begin a meter replacement project and upgrade to Automated Metering Infrastructure (AMI) in early 2022. The Village of Lisle and Woodridge are expected to join the upgrade to AMI by summer 2022. The project will provide enhanced customer service for both our water and sewer customers.



Stormwater Management

Strategic Initiative #1 - Explore a funding structure that will provide a dedicated funding source in the future.

Update: Continue to assess feasibility of Hydropower at Elmhurst Quarry, Stormwater Utility Fees and other stable sources outside of Grant and Federal funding opportunities. On-Going

Strategic Initiative #2 - Collaborate with internal and external agencies to improve efficiencies.

Update: The Stormwater team continues to collaborate with internal and external agencies. Staff members for each agency depends on agency's missions & goals. Collaboration discussed at weekly Senior Staff meetings. On-going

Strategic Initiative #3 - Advance technological tools to improve efficiencies, public information and ease of access.

Update: Working with IT on Website Updates and public interface apps. On-going

Strategic Initiative #4 - Enhance the Water Quality Program to support under-represented watersheds to ensure federal standards are met.

Update: Continue to work under the funding support of IL EPA for completion of water quality-based watershed plans throughout the County. On-Going

Strategic Initiative #5 - Improve public information regarding flooding, including consolidation of existing information.

Update: Ensure Staff if continuing training on State and Federal Floodplain Rules. On-Going. Placing public interfacing educational Kiosk in common area of County. Completion 02-28-2022



Supervisor of Assessments

Strategic Initiative #1: Improve taxpayers and other stakeholders' access to vital property tax related information by increasing the scope and depth of public records provided online.

Update: Both the Supervisor of Assessments and local Township Assessors are continually adding forms and information available on our webpages.

Strategic Initiative #2: Provide additional trade-specific technical and general customer service-related training to all staff within the department.

Update: New employees are showing interest in service-related training available through the Illinois Department of Revenue and the Illinois Property Assessment Institute.

Strategic Initiative #3: Formalize a procedure in preparation of a new core assessment administration software system to empower employees to better serve taxpayers and other constituents

Update: The implementation of the new tax/assessment system is underway.

Strategic Initiative #4: Create an assessed value appeal e-filing system.

Update: An assessed value appeal e-filing system will be included in the new tax/assessment system.