



DUPAGE COUNTY

FY2022 STRATEGIC INITIATIVE IMPLEMENTATION SUMMARY





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FY2022 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 FY2022, each County Board jurisdiction department identified up to five strategic initiatives, for a total of 51 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.

FY2022 continued to bring challenges related to the COVID-19 pandemic. 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 FY2022 Strategic Initiative Implementation Summary provides highlights from FY2022 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 FY2022 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: To ensure public health and safety by protecting residents from animals 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.

Update: Humane Education and Outreach programs reached over 4,000 participants through virtual and onsite programs. Social media outreach grew with “Two Minute Tuesday” videos and included both domestic and wildlife educational content. Animal control investigated 1,225 bite cases, 30 cruelty/neglect cases, and over 200 wildlife field calls.

Strategic Initiative #2: The department will secure funding for the renovation and a major addition to the Animal Services building.

Update: The County Board approved funding for the Animal Services building project on May 24, 2022. Animal Services presented a \$4.5 million grant from a DuPage Animal Friend donor towards the project on September 27, 2022, and continues to fundraise towards the final \$6.0 million dollar goal.

Strategic Initiative #3: 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.

Update: Educational programming expanded with a partnership with the DuPage County Family Center, the addition of school programs, Pet First Aid CPR courses, and off-site events in underserved areas. Spay/Neuter vouchers were issued to low-income families for 191 cats and 187 dogs. Bite prevention information was included with all bite quarantine notices. Training programs were offered to police departments on humane investigations and a bite prevention course was added to the Training DuPage library.

Strategic Initiative #4: Animal Services will conduct a comprehensive review of department policies, standards, procedures, and training.

Update: Animal Services revised and added standard operating procedural documents for numerous areas of work. Fear Free Animal Handling Certification is required for all staff members and has expanded to include key volunteers.

Strategic Initiative #5: Animal Services will work with other animal welfare organizations, animals service providers, and animal shelters to execute and further promote principles of the ACT Initiative.

Update: Animal Services maintained membership in the Chicagoland Humane Coalition and senior staff took a leadership role on the Innovation Committee of the Coalition. The Chicagoland Humane Coalition focuses on building relationships, pooling resources, and creating common ground. Animal Services continues to enter animal intake and outcome data monthly on Shelters Animals Count and posts weekly animal inventory via social media.



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: on January 31, 2022, the B&Z Department in conjunction with PW, Stormwater, and DOT Departments went live with the new Accela online permitting software. The use of this technology will allow for applicants to apply for permits, register as contractors, file complaints, apply for zoning entitlements, and generally interact with our offices on a 24 hour/7 day a week basis. Additionally with this new process our building permit system has become paperless.

Strategic Initiative #2: 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.

Update: The 2022 Building Code update became effective on January 1, 2022. Staff is currently working on a supplemental update to further strengthen the residential code requirements and anticipate taking them to the Development Committee and County Board potentially in March of 2023.

Strategic Initiative #3: Engage with municipal partners of Roselle, Hanover Park and Bloomingdale as well as Bloomingdale Township and property owner stake holders in short and long-term land use planning efforts for the Lake Street Corridor.

Update: On December 20, 2022, staff met with CMAP, our Consultant Teska Associates and the partner communities to finalize our presentation on the proposed Lake Street Corridor overlay district. At the meeting Teska Associates was tasked with final partner edits and developing final proposal and resolutions for each community to share with its elected boards for consideration and adoption of the overlay proposal. We anticipate receiving the final edited product for consideration by Mid-February 2023 and anticipate review of same before our parent committees in February 2023.



Care Center

Strategic Initiative #1: 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.

Update: The Care Center continues to take a conservative approach to the handling of COVID outbreaks. This strategy has limited COVID spread and has protected our residents and staff.

Strategic Initiative #2: Maintain 4-5 Star QM status-delivery of high- quality care.

Update: The Care Center has been able to maintain a 5 Star Rating for Quality Metrics

Strategic Initiative #3: Remain a safety net within the Community/County for the indigent senior and disabled populations.

Update: DPCC Medicaid occupancy and need for Medicaid services within the community remains high. The Care Center is currently 88% Medicaid. This % has grown over the past two years and strengthens our position as a safety net in our Community/County.

Strategic Initiative #4: 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.

Update: The Care Center renovation project continues to move forward with the first bid packet for 4 North was sent out in the latter part of December.

Strategic Initiative #5: 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.

Update: The Care Center was under budget for expenses. COVID expense allocation is ongoing. Census building has been very limited by COVID outbreaks and the use of the COVID unit. The Care Center remains diligent on reviewing and accepting new admissions in between outbreaks. In addition, the Care Center has capitalized on the HFS Medicaid Rate Reform resulting in a higher Medicaid rate and revenue.

Strategic Initiative #6: Continue to monitor and manage levels of satisfaction of stakeholders (i.e., resident, patients, staff, families, and volunteers).

Update: Use Service Recovery and grievance process to manage satisfaction/dissatisfaction. Our grievances have been minimal, and the number of Service Recovery submissions have been consistent with prior years.



Community Services

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

Update: Successfully implemented. 24-hour 2-1-1 service in DuPage County launched on November 15th in partnership with the Addison Consolidated Dispatch Center. DuPage County Information and Referral staff provide weekday coverage with ACDC staff covering evening and weekend hours. In its first 6 weeks of operation, over 500 residents reached out to be connected to social services throughout the County.

Strategic Initiative #2: Provide the first round of grants to non-profits under the ARPA funded partnership with DuPage Foundation.

Update: The DuPage Community Transformation Partnership issued two rounds of grants in 2022. Immediate intervention grants, those proposals that addressed urgent needs with immediate implementation, resulted in 18 agencies receiving a total \$1,102,235. The category breakdown was \$553,535 to 9 agencies for mental health and substance use disorder; \$280,000 for 6 agencies addressing food insecurity; and \$268,700 to 3 agencies addressing housing instability.

Transformation grants, those proposals that outlined increases capacity, efficiency, or otherwise transformed service delivery systems, resulted in 17 agencies receiving a total of \$3,849,374. 88% of the Transformation Grant funding went to agencies addressing the critical issue of mental health and substance use disorder.



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: DuPage County communications staff used several outlets to share messages about County programs and services in 2022. Staff leveraged media partnerships locally, regionally, and nationally to increase message distribution via traditional media. We finished 2022 with 449 media stories, with most stories being featured in the Daily Herald, Shaw Media, WBBM, and the Chicago Tribune.

In 2022, staff revamped methods for distributing the County newsletters and saw an increase of 10,067 subscribers -- more than double the previous year’s growth. Staff also modified settings on newsletters to increase open rates, which increased from 19.3% in 2021 to 36.1% in 2022.

Staff built the County Board’s social media following to more than 27,000 people on Facebook, Twitter, Instagram, and LinkedIn. In 2022, content published on those channels reached more than 758,000 people, a 34% increase over the previous year. Staff implemented a new social media policy at the beginning of 2022, which did not appear to impact reach in a negative way.

Communications staff produced videos for several departments and elected officials, including videos about recycling efforts, low-income water assistance, 211, jury orientation, and guardianship for disabled adult children. Staff will continue to work with elected officials and department heads in 2023 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.

County staff continued to meet with its municipal communicator group, Talk DuPage. The group met quarterly in 2022. Staff also formed a Collar Counties Communicators group, which met twice in 2022. Staff anticipates both groups will continue to meet quarterly in 2023.

Strategic Initiative #2: The original DuPage County Strategic Plan was implemented in 2017 and updated in 2019 to include a sixth imperative on Diversity and Inclusion. Traditionally, every five years an organization should look at their strategic plan and ensure the goals outlined still meet the needs of the organization. 2023 is the fifth year in DuPage County’s current five-year Strategic Plan, so it is important to begin building the groundwork now to ensure that the next five-year Strategic Plan continues to meet the needs of the County.

Update: During 2022 the County Board Office drafted a Request for Proposals (RFP) with Procurement that will be sent out in early 2023 to allow the County to select a partner to create the new five-year Strategic Plan. The RFP includes provisions that the firm selected will host community meetings and work with all community stakeholders to ensure a comprehensive plan is created.



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Strategic Initiative #3: The County Board Office will continue to coordinate with all County Departments Countywide offices, community partners, and other units of government on the distribution and allocation of the \$179 million ARPA funds throughout the County.

Update: The County Board Office continues to assist with the strategy and coordination on how to spend the \$179 million in ARPA funding the County has received. Multiple meetings amongst various county agencies, key stakeholders, County Board members, and local elected officials have been a part of these robust conversations. Priorities continue to change as new needs of the County emerge.

Strategic Initiative #4: 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.

Update: The County, through its Division of Transportation, continues to work collaboratively with the Illinois Tollway on Illinois 390 at I-490 improvements, including Western Access. In 2022, the County Board approved an agreement with the Tollway wherein the County would assume interim jurisdiction of new ramps that will connect County Highways York Road and South Thorndale Avenues and Illinois 390 to the west side of O’Hare airport. These ramps are a critical first step to ensuring western access. In addition, the County is continuing its partnership with the Tollway on the design and ultimate reconstruction of York Road in conjunction with the Illinois 390 and I-490 new interchange. The initial studies indicated approximately 65,000 new jobs were created as a result of this project. Economic development opportunities will be enhanced through the investment in the region's transportation network.



Environmental Division

Strategic Initiative #1: 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.

Update: RRS presented the study to Environmental Committee on October 4th. It presented the Committee with four options: (1) Only switch foam products to recyclable products; (2) Switch Non-recyclables to compostables; (3) Switch to compostables, maximize recycling; and (4) Replace foam with other products not necessarily recyclable or compostable. The estimated cost differential for these options was between \$36,074 and \$81,669. Dining Services will be presenting recommendations and projected costs to the Committee in February.

Strategic Initiative #2: 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.

Update: A consulting firm was hired to assist with the plan. A workshop was held with the Environmental Committee on August 16th to discuss possible plan content and recommendations. A draft of the plan was presented to the Committee on November 1st and public comment was solicited through November 26th. The plan was presented to the Committee on December 6th. The Committee voted and recommended approval of the plan. DuPage County's Solid Waste Management Plan Five-Year Update was adopted by the County Board on December 13th.

Strategic Initiative #3: 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.

Update: A consulting firm was hired to lead the County's study regarding waste and recycling hauling services. A survey was issued to unincorporated residents that are not currently part of a township hauling franchise (Wayne, Milton, Winfield, Bloomingdale, Addison & York). The survey requested information on existing services, pricing, and satisfaction. The survey received a response rate of 7.1% which exceeded the standard rule-of-thumb of 2 percent for a voluntary, online survey. The consultant and staff met with township officials as well to discuss their experience and opinions on franchising. Staff obtained contracts and rates for currently franchised townships. The information was summarized into the DuPage County Unincorporated Waste & Recycling Hauling Study 2022. The study was presented to Environmental Committee on December 6th.



Facilities Management

Strategic Initiative #1: 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.

Update: The Department is completing over \$94,000,000 in construction across the campus. Over 80% of this work has been awarded and is under way or in for permitting. \$49,532,131 of this work is APRA funded, and 90% of the APRA work has been awarded.

Strategic Initiative #2: 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.

Update: This project is continuing to be explored to determine if it is feasible.



Finance

Strategic Initiative #1: The County Board has allocated \$138.7 million dollars of the entire \$179.2 million dollars to be received in 2 tranches. The county received the first tranche 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 are imperative as the U.S treasury will audit the use of these funds throughout the program’s life.

Update: The Finance Department has advised the County Board on the status of all ARPA funds and the allocations in each category. Programs administered by the Finance Department include: the LARPA program for Township, Park District, Sanitary District and Fire Districts. The Department worked in conjunction with DuPage Convention and Visitors Bureau to provide a Hotel Relief Program and helped to structure and agreement with a local Natatorium. All Federal reporting of ARPA money has been completed quarterly at this time.

Strategic Initiative #2: Provide financial support for the funding of a new Animal Control Facility.

Update: Funds have been appropriated by the County Board to begin planning and construction during FY 2023.

Strategic Initiative #3: 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.

Update: The Finance Department has procured a software program called B2G now which tracks minority subcontractors and disadvantaged businesses’. Procurement is currently working on a disparity study required for a diversity and inclusion program.



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, 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.

Update: OHSEM is in the process of completing the update to the Natural Hazard Mitigation Plan which is required every five years. OHSEM is also updating the County’s Emergency Operations Plan. Other plans having been updated or that are in the process of being updated include those for Debris Management, Damage Assessment, and Resource Management. OHSEM completed work on a key plan for interoperable radio communications which will be released to public safety partners in early-2023.

Strategic Initiative #2: 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.

Update: OHSEM conducted exercises for emergency alerting, continuity of operations, and emergency communications. OHSEM designed and facilitated an exercise in preparation for the 2022 election cycle to validate plans for continuity of operations, cybersecurity, and handling disinformation. OHSEM began planning with two communities and one school district for three full-scale exercises in 2023. OHSEM designed a continuity of operations exercise with the 18th Judicial Circuit Court. The Agency has an ongoing training and exercise program for using the County's Emergency Operations Center's tools and procedures. OHSEM provided several courses on severe weather preparedness including flooding, tornadoes, and winter hazards. OHSEM also taught courses on debris management, using social media in emergency management, public information, continuity planning, managing emergency operations centers, and cybersecurity.

Strategic Initiative #3: 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.



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Update: OHSEM continued its partnership with the National Weather Service (NWS) on Event Ready, a key outreach program for local emergency managers and event organizers to use for severe weather preparedness during incidents and planned events. DuPage County once again received the NWS StormReady designation. OHSEM made public outreach presentations to the Cub Scouts, community emergency managers, the Illinois Search and Rescue Council, and local colleges and universities. Additionally, OHSEM chairs the Local Emergency Planning Committee, which met quarterly to review regional incidents and to discuss emergency response.

Strategic Initiative #4: 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.

Update: OHSEM's Communications Unit (COMU) completed the design, and built RapidComm4, a prototype emergency communications vehicle awarded to DuPage County. In July, COMU members provided radios and communications support to the Highland Park shooting incident. Additionally, the COMU consulted with County, Regional, and State partners on communications interoperability and system use on six other occasions. It provided radio cache support nine times. The OHSEM COMU supported ten exercises and planned events including a full-scale school district reunification exercise, law enforcement events, a FEMA six-state regional communications exercise, a multi-county search and rescue exercise, and local events including RibFest, the DuPage County Fair, and the DuPage County Board's Arts Fest. More than 3,300 hours of time from 22 skilled volunteers was provided in support of the OHSEM Communications Unit.

Strategic Initiative #5: 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.

Update: OHSEM provided incident action plan (IAP) development and operational support for locally planned events. It responded to multiple law enforcement operations including one in which a police officer was shot. OHSEM personnel provided operational support to the DuPage County Clerk's Election Division during the Primary and General Election in 2022. The County's Emergency Operations Center was activated for 22 severe weather events including three tornadoes. It also activated for incidents including a warehouse fire, a natural gas leak, and a train-truck collision. The OHSEM Operations Unit ensures the Government Center Campus Alerting System (CWAS) is operational and conducts monthly tests of OHSEM's countywide public alerting and warning system. OHSEM continues to maintain the COVID-19 PPE cache for use by public safety partners.



Human Resources

Strategic Initiative #1: 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.

Update: The Human Resources Department moved several vendor payments from a check payment to a wire transfer payment. They continued to provide payroll paycheck history, W2's and 1099's through the Employee Self-Service (LEAP) portal. Human Resources is maintaining ongoing employee personnel documents in electronic format and continues to provide pertinent information such as County Board policies, union contracts, employee forms and benefit information on the County website.

Strategic Initiative #2: 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.

Update: The Human Resources Department engaged in ongoing union negotiations, working with assigned legal representatives, designated staff and union representatives as required. Completed analysis and provided recommendations under review or in discussion during negotiations. Once these agreements were met, ensured all agreements reached regarding compensation (i.e. salary adjustments, retroactive pay, stipends, etc.) were completed and processed in a timely manner.

Strategic Initiative #3: 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).

Update: The Human Resources Department reviewed and discussed proposed and pending changes to acts, laws and regulations which could potentially impact compensation or operations of the County or specific area of operations. Worked in conjunction with other key departments or States Attorney as needed. Created or updated County Board policies to ensure compliance with acts and laws governing them. Provided information or communication to appropriate parties as deemed appropriate.



Information Technology

Strategic Initiative #1: Replacement of the mainframe real estate/tax system with the Tyler iasWorld Tax Administration System.

Update: The implementation of the new Tyler iasWorld property tax system is scheduled to be completed in Q1 of 2023. The new system will replace a 35+-year-old custom application housed on a mainframe system.

Strategic Initiative #2: 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.

Update: Internal assessments were conducted in 2022 of DuPage County’s ERP needs. As a result, RFPs were released in Q4 of 2022 for Payroll Outsourcing and a new HR/Payroll system. An RFP will also be released for a Finance ERP system in Q1 of 2023. Implementing a new ERP system (s), or upgrading the existing one, is expected to take 18 to 24 months.

Strategic Initiative #3: Implement the Granicus Legistar Legislative Management Application by Q3 2022.

Update: Due to the onboarding of new staff and board members, the Granicus Legistar Legislative Management Application go-live was moved to Q1 of 2023. Staff training and parallel processing in the old and new systems were extended to give staff more time to learn and customize the new application.

Strategic Initiative #4: 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.

Update: The implementation of DuPage County’s new, robust, easily accessible, super secure, and more user-friendly website is on track to go live in Q1 of 2023.

Strategic Initiative #5: The IT department continues its efforts to find more ways to strengthen the County's cybersecurity protections.

Update: In 2022, the IT Department implemented several new cybersecurity technologies, processes, best practices, and policies to make the DuPage County IT environment more secure. A new Cybersecurity Detection and Response RFP was also issued in 2022. The new service will be implemented in Q1 of 2023 to provide more cybersecurity support and a 24-hour monitoring and quick response solution to the existing security services the IT department provides.



Public Works

Strategic Initiative #1: 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.

Update: Public Works continues to implement an aggressive preventive maintenance plan in the sanitary collection systems. The department utilizes in-pipe televising, acoustical inspections, and confined space visual inspections to evaluate the condition. For 2021 – 2022 over 75 miles of pipe has been inspected. In-house repairs include over 50 service line rehabilitations using cured in place pipe lining technology, 25 excavated spot repairs, & approximately 8,000 feet of mainline rehabilitation.

Strategic Initiative #2: 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.

Update: The SCADA system upgrades are complete and operational. This upgrade included real-time monitoring and remote control of the Public Works and Stormwater control facilities. The \$11.5 Mil. Nordic Wastewater treatment plant is 75% complete and on schedule to be operational by end of March 2023. This project is being funded through the IEPA SRF loan program at 1.35% interest. The \$21.7 Mil Woodridge and Knollwood WWTP electrical project started this last Fall and will continue through spring 2025. This project is also funded through the IEPA SRF loan program and has a 1.11% interest rate. Phase 1 at the WGV WWTP including influent screening, enhanced grit removal, & energy efficient blowers is currently in the design phase. The project is estimated to cost \$22 Mil and will be put to bid by end of summer 2023.



Stormwater Management

Strategic Initiative #1: Stabilize the Stormwater Management Department’s budget and increase capital reserves.

Update: The Stormwater Management Department continues to assess its budget and look for viable sources for funding initiatives. However, a stable source of funding for the full needs of the department has yet to be established.

Strategic Initiative #2: 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)

Update: The Department continues to work with CMAP on equity initiatives. These include social vulnerability aspects in the municipal grant program for flood control projects. The Department continues to target Environmental Justice areas in water quality efforts. Webinars continue to be in an accessible webinar format, including optional closed captioning.

Strategic Initiative #3: Improve public information and training regarding flooding, watershed planning, county services water quality and other initiatives.

Update: The Department held monthly webinars for water quality training purposes and completed a year-long investigation of how the department interacts with members of the public. The results of this investigation will be used to enhance public interaction in 2023. The Department continues to add to the nearly 100 videos YouTube that offer training opportunities, outreach, and other information for both the public and practitioners.



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: The Supervisor of Assessments Office, Treasurer’s Office, County Clerk’s Office, and Information Technologies are all working together and nearing the completion of a conversion to a new tax/assessment system. This system will also include a public access portal of more information than is currently available from the current property tax portal.

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

Update: One member of the Board of Review completed their CIAO designation in 2022. Several employees are already registered to take courses in 2023 regarding the assessment process.

Strategic Initiative #3: Implementation of a new core assessment administration software system to empower employees to better serve taxpayers and other constituents.

Update: The Supervisor of Assessments Office, Treasurer’s Office, County Clerk’s Office, and Information Technologies are all working together and nearing the completion of a conversion to a new tax/assessment system.

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

Update: An e-filing system will also be part of the new tax/assessment.



Transportation

Strategic Initiative #1: Improve the highway access permitting process for private entities and public agencies to construct and maintain their facilities in county rights-of-way.

Update: New permitting software has been fully integrated into the DOT permitting process. Refinements to the software continue in order to fully meet the needs of the DOT. Additionally, development and adoption of the revised Highway Access Permit Ordinance has been completed and approved by the County Board on November 8th, 2022. The new Ordinance included changes and/or updates to the organizational structure, fees, waivers, and companion technical manual to address common permit application questions.

Strategic Initiative #2: Develop/publish an annual and multi-year Capital Improvement Plan (CIP) to reflect the priorities set out in the recently completed Long Range Transportation Plan.

Update: Report Formatting and Project Data Entry – DOT has contracted with a vendor to assist with database organization, integration and ultimately report development. The Transportation Committee was presented the framework and working draft of the CIP in October. FY2023-2027 CIP will be released in the first quarter of 2023.

Strategic Initiative #3: 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.

Update: The Final Mobility Plan is expected to be completed in first quarter 2023. Throughout the past year various steps were completed including Existing Conditions Reports, Stakeholder Outreach and Surveys, Service Gap Analysis, Steering Committee Meeting, a Draft Mobility Plan Framework that was presented to the Public Transit and Transportation Committees. Upon completion of the draft plan a public meeting will be held to hear additional insight from residents prior to completion of the Final Plan for passage by the County Board.