



DUPAGE COUNTY

FY2020 STRATEGIC INITIATIVE IMPLEMENTATION SUMMARY



Strategic Planning Committee



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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 FY2020, each County Board jurisdiction department identified up to five strategic initiatives, for a total of 55 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. Beginning in FY2016, each County Board jurisdiction department identified strategic initiatives to pursue which advance the six strategic imperatives identified in the Plan. FY2020 represents the fifth year for implementation of the Strategic Plan.

FY2020 was a year of unprecedented events due to the COVID-19 pandemic. Many strategic initiatives were put on hold and priorities shifted to meet the demands brought on by mitigating the pandemic. For example, the Care Center shifted to mitigating COVID-19 impacts on residents, families, and staff through a focused plan on infection control measures. These measures saved lives.

Even with the additional challenges of a 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 FY2020 Strategic Initiative Implementation Summary provides highlights from FY2020 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 FY2020 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.



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



- **ANIMAL SERVICES:** Build community outreach programs to enhance the quality of life for animals, support pets staying in their homes, and promote positive interactions with animals.
 - Due to COVID-19, vaccine clinic goals for residents were not able to be met. However, surgeries on the vehicle for other animal organizations exceeded the prior year's numbers.
 - Aurora Animal Control – 8 cats were treated.
 - Naperville Area Humane Society – 9 dogs were treated.
 - Free Vaccine/Microchip Clinic
 - Feral Fixers & Resident TNR – 466 cats were treated.
 - Updates were made to various handouts including cat and dog bite prevention; animal care; behavior handouts for dogs, rabbits, and guinea pigs.
 - Hosted ten (10) virtual education programs that were delivered through library and park district partners. Recorded copies are available through the County's website.
 - Added a virtual reading with a pet book series that was delivered through libraries and via Facebook on Saturday mornings.
 - Adoption counseling was moved to a virtual platform due to COVID-19 for the shelter to continue working on rehoming animals.

- **BUILDING AND ZONING:** Continued updating of the Code Enforcement Processes while accommodating the COVID-19 pandemic.
 - Continued to streamline processes including electronic Violation Notices (Red Tags) generated in the GOVERN Computer Software System and electronic devices in the field have resulted in a substantial uptick in violation notices issues, compliance gained, and cases adjudicated in the APP.
 - During the COVID-19 pandemic and County building lock down, staff was forced to postpone several hearings.
 - In response, when hearings resumed, staff was forced to think creatively: by reducing the number of cases heard per hearing, assigning specific times for the individual hearings in so limiting the number of participants at the hearings at a given time, and increasing the number of hearings from one per month to two, in order to get the hearing back log eliminated while still limiting access to the building.
 - Continued to pursue comprehensive County-wide Code Enforcement by integrating Animal Services into the APP.

- **CAMPUS SECURITY:** Continue to upgrade the Video Surveillance System as part of a long-term replacement program for outdated equipment.
 - This initiative was not able to move forward due to budget constraints caused by COVID-19. Some cameras have been replaced and the main system was upgraded.
 - Progress was made by replacing the servers and software in the court building that were no longer functioning.

- **CAMPUS SECURITY:** The Security Division focuses on the safety and security of all customers and employees who enter the DuPage County Campus daily. This is accomplished with coordination of efforts by various departments within the County to identify crime risks and develop strategies to prevent those crimes from occurring.

- Deployed manpower by the adjustment of work hours for security to address potential hazards caused by COVID-19. No budgetary increases were needed.
- **COUNTY BOARD:** Continue combating the County's heroin crisis by working with local officials and community partners.
 - The County Board allocated \$100,000 to the HOPE Taskforce.
 - Provided grants to multiple organizations to combat the heroin and opioid crisis.
 - The HOPE Taskforce continued to have quarterly meetings via Zoom.
 - Due to COVID-19, this initiative became even more relevant, and will continue into FY21.
- **ENVIRONMENTAL DIVISION:** Facilitating the goal of reducing greenhouse gas levels 20% by 2030 and the other Cool DuPage goals through education efforts.
 - Greenhouse Gas (GHG) data was measured through 2019 and, using conservative data, there was an estimated 8% reduction in GHG usage.
 - Due to COVID-19, since many businesses were closed, GHG data will need to be re-evaluated when reopening begins. 2020 usage data will be evaluated.
 - Social media has continued to be used to promote efforts to combat greenhouse gas levels.
 - Promotion of solar energy projects continued including an event with PowerForward DuPage.
- **ENVIRONMENTAL DIVISION:** Develop recycling and disposal options for hard-to-manage items in the residential waste stream.
 - Continued educating residents about contaminants to our recycling stream. Launched PPE Disposal Campaign.
 - The Division hosted a Household Hazardous Waste event with significant attendance.
 - Utilized social media to promote the options available to residents regarding recycling and disposal options for hard-to-manage items.
 - Collaborated with regional partners to provide additional recycling opportunities and participated in the Illinois Recycling Task Force and Materials Management Advisory Committee.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** The DuPage County Office of Homeland Security and Emergency Management (OHSEM) worked with other County departments, DuPage municipalities, and DuPage fire protection districts to update emergency plans. This includes 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.
 - OHSEM supported County and local partners with continuity of operations, continuity of government, and reconstitution planning related to the COVID-19 response.
 - OHSEM continues to update County plans and other legal requirements by the Illinois Emergency Management Agency to maintain accreditation and grant status.
 - OHSEM supported the DuPage County Health Department with COVID-19 support for first responder alternative housing and vaccine points of dispensing.
- **HOMELAND SECURITY AND EMERGENCY MANGEMENT:** OHSEM is focusing on distributing informative content to residents and stakeholders of DuPage County to improve awareness about the hazards the County faces and encouraging 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.

- OHSEM created monthly preparedness messages on various social media platforms throughout 2020 and will continue with this initiative in 2021.
- OHSEM utilized existing social media platforms to help share messages developed by DuPage County Health Department (DCHD) related to COVID-19 recommendations and operations around the Community-Based Test Site in Wheaton. The Department will continue to amplify DCHD messaging as vaccine clinics are activated.
- Managed the PPE donation center in conjunction with the DuPage County Health Department.
- Supported COVID-19 operations by activating the Joint Information Center.

- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** 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 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).
 - The Department continues to work with the Regional Office of Education (ROE) as needed to provide guidance and assistance to schools on the development and update of emergency plans.
 - OHSEM has continued to conduct outreach to business associations and establishments to develop contacts and relationships, to share training information and enhance resource coordination during an emergency.
 - Has worked with DCHD to support their COVID-19 response and vaccine program.
- **HUMAN RESOURCES:** The Department is researching cloud-based technology to streamline and automate on-boarding processes and procedures. This will include e-signature technology, e-reference technology, video tutorials and trainings, etc. Essentially moving more manual/paper-based processes to electronic delivery and processing.
 - The initial recruitment software, NEOGOV, has been implemented and is currently transitioning all recruitments for County Board positions onto the new system. The Department will continue to move all recruitments to this process and provide training to key staff and leadership of the processes.
- **HUMAN RESOURCES:** Move personnel files online through scanning documents.
 - The Department continues to minimize paper documents and ensure documents remain confidential.
- **HUMAN RESOURCES:** Workforce Development – Identify, clearly communicate, and provide career pathway opportunities to the residents of DuPage County with the purpose of strengthening the local economy by meeting employer demand and boosting household income.
 - Due to COVID-19, this initiative was made much more prevalent. The Department continued to work with partner agencies to help those out of work. This will continue into FY2021.
- **HUMAN RESOURCES:** Employee In-Service – Provide continuous professional development regarding customer service, conflict resolution, and other development that

focuses on the “whole employee” and behaviors that effect interactions both internally and externally. Also provide training to ensure compliancy with acts and standards the County is required to uphold. Support training within the revised County initiatives such as Diversity and Inclusion.

- The Department continued to conduct online training and ensure safe working conditions during the COVID-19 pandemic.

- **INFORMATION TECHNOLOGY:** Geographic Information Systems (GIS) is working in cooperation with NE Illinois Counties (DuPage, Cook, Lake, Kane, McHenry, and Will) utilizing GIS to combat the opioid crisis and keep participants informed on changes in and around the NE Illinois Region.
 - Initiated planning for a roundtable meeting of participating counties.
 - GIS is in the process of developing common data standards for sharing information concerning opioid abuse and prevention.
 - GIS is in the process of creating an initial dataset and application for use by officials and community partners to inform the population within the NE Illinois Region of opioid abuse and prevention.
- **STORMWATER MANAGEMENT:** Enhance the Water Quality Program to support under-represented watersheds to ensure federal standards are met.
 - Due to COVID-19-related restrictions on public gatherings, public engagement and outreach events in 2020 moved to a virtual platform. This has allowed the Stormwater Management Department to reach a broader audience with online workshops, residential, and technical trainings. Once in-person gatherings are permitted, education and outreach will be extended to underserved watersheds.
 - Stormwater Management has continued to develop a Comprehensive Waterways Monitoring Plan that achieves the quality assurance and quality control requirements set by the Illinois Environmental Protection Agency and meets the minimum control measures outlined in Permit No. ILR40.
- **STORMWATER MANAGEMENT:** Improve public information regarding flooding, including consolidation of existing information.
 - Identified nine (9) gaging/monitoring locations along the West Branch through Naperville and determined panel extents.
 - Staff has developed the list of activities or action plans and are waiting for comments and additions from the City of Naperville.
 - Inundation maps at incremental flood elevations for each map panel have been created at one-foot increments.
 - Stormwater Management created flood warning booklets for the City of Naperville and is awaiting comments and additions from the City prior to publishing the full booklet.

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

- **ANIMAL SERVICES:** Assess current revenue collection procedures to identify more efficient workflow and analyze fees.
 - Completed a review of rabies license fees within the collar counties. It was determined there was no need to increase fees, but the senior discount was eliminated.
 - The Department worked to update the County Code to reflect new rabies tag procurement



and payment guidelines for veterinarians. From there, a communication strategy was developed to update veterinarians on new code requirements for procuring rabies tags. In addition, an online payment portal was added for both residents and veterinary partners.

- **FACILITIES MANAGEMENT:** 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.
 - The Department has continued to work with the Court Administrator on the spatial needs of the 18th Judicial Circuit.
 - The COVID-19 pandemic had a significant impact on this initiative. Three traffic courts will be in operation at the Judicial Office Facility when traffic court resumes. A fourth general courtroom was constructed in the Judicial Office Facility to accommodate the backlog of cases, as well as ensure social distancing guidelines.
 - A lease for a traffic court at the Glendale Heights City Hall has been executed. The Addison and Downers Grove traffic court leases have been terminated and moved to the Judicial Office Facility in Wheaton.

- **FACILITIES MANAGEMENT:** Facilities Capital Campaign – The last capital campaign for large Facilities Management construction projects was in 2010.
 - The Department evaluated the entire campus and identified \$31.5 million in capital needs in the next 2-5 years.

- **FINANCE:** Maintain a long-term focus on County operating and capital needs to facilitate informed decision making.
 - Continued use of Capital Infrastructure Fund to fund and track prioritized projects. This allows for funding to roll over and projects to be completed when they span fiscal years but are funded upfront. Examples include:
 - The allocation of \$1.4 million to the Facilities Fund during the FY2021 budget process.
 - Provided 5-year projects for General Fund, Care Center, Transportation, and Stormwater during the FY2021 budget process.

- **FINANCE:** Diversify General Fund revenue base and develop or maintain self-supporting Special Revenue Funds.
 - Worked with Recorder of Deeds to increase Document Storage Fee.
 - Increased fee revenue used to allocate portions of Recorder staff and GIS staff salaries to Document Storage Fund.

- **FINANCE:** Develop comprehensive finance and procurement policies and procedures.
 - Completed a comprehensive review and change of the County's Procurement Ordinance.
 - Increased purchasing thresholds at the Committee and Board levels to streamline the procurement of goods and services.
 - Revised the procurement checklist to be a fillable PDF for specific submission instructions and deadlines.

- **PUBLIC WORKS:** Implementation of the Comprehensive Financial and 20-Year Capital Improvement Plan (Master Plan) for the Public Works Treatment Facilities. The Master Plan was completed in 2018.
 - The Department continues to work on the Nordic Wastewater Facility complete plant rehabilitation project. The project has been awarded to J.J. Henderson with construction beginning in early 2021.
 - Public Works continues to work on the design phase of the Electrical Infrastructure of both

the Woodridge – Greene Valley Wastewater Facility and our Knollwood Wastewater Facility to address the replacement of the original primary conductors, switchgear, and provide stand-by emergency generators.

- **STORMWATER MANAGEMENT:** Explore a funding structure that will provide a dedicated funding source in the future.
 - A reserve study has been initiated; however, results are required prior to conducting impact analysis. This initiative will continue into FY21.
- **TRANSPORTATION:** Develop a comprehensive Long-Range Transportation Plan (LRTP) to establish the current state of the County’s transportation infrastructure and future directions.
 - The Long-Range Transportation Plan was expected to be adopted in FY2020. However, the impact of COVID-19 has required the Division of Transportation to review both the near-term and long-term revenue projections to account for changes in travel patterns and behavior. In addition, the County adopted an ordinance to increase the County motor fuel tax from 4 to 8 cents per gallon. The previously adopted Financial Forecasts of the Plan are being updated.
- **TRANSPORTATION:** Develop Southwest Campus Master Plan to guide the future repair, rehabilitation, and/or replacement of various Division of Transportation buildings and facilities in a staged and financially feasible approach. (FY2020 Action – Financial Planning)
 - Master Plan has been substantially completed. After consideration of the extent of needed repairs, upgrades, new space additions, and age of the 140 building and fueling station, it has been decided to completely replace these facilities. In addition, the DOT owned Yellow Freight building in West Chicago has exceeded its useful life and will also be replaced to continue to provide offsite seasonal storage of equipment and stockpiling of materials.
 - Request for architectural and engineering services for the 140 and Yellow Freight Building improvements has been initiated.
- **SUPERVISOR OF ASSESSMENTS:** Formalize a procedure in preparation of a new core assessment administration software system to empower employees to better serve taxpayers and other constituents.
 - A vendor was picked for a new core assessment administration software system; but, due to COVID-19, rollout has been delayed and shall be implemented in FY2021.

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



- **BUILDING AND ZONING:** Use of technology to enhance the permitting process to allow for customers to have better customer service and easier access to the Building and Zoning Department.
 - Accela permitting software was purchased and the initial implementation occurred in early December. Further development and implementation will continue to allow residents to apply for permits, make zoning requests, file code enforcement complaints, and make payments online.
- **COMMUNITY SERVICES:** Increase Department visibility by attending at least 35 community outreach opportunities in 2020.

- This initiative was unable to be completed due to the COVID-19 pandemic, which cancelled all opportunities for community gatherings.
- **COMMUNITY SERVICES:** Continue to improve web and social media presence.
 - Community Services programs were substantially modified in 2020 to allow clients to access programs through technology, specifically utilizing web applications to apply for services without needing to come to the 421 building. Additionally, the Department completed its Communication Plan, outlining comprehensive and consolidated plans for outreach to the community through internet and social media platforms.
- **COMMUNITY SERVICES:** Continue to work toward 2-1-1 implementation.
 - Community Services collaborated with the Addison Consolidated Dispatch Center (ACDC) to outline a plan to utilize the evening and weekend capabilities of ACDC to answer 2-1-1 calls. This initiative will require a long-term annual commitment of additional funding. Until that funding source is identified, this initiative cannot move forward.
- **COUNTY BOARD:** Educate residents about County services and initiatives impacting their quality of life/develop specific public awareness and community outreach initiatives based on County strategic and departmental objectives.
 - Produced public service announcements on the U.S. Census and tips to stay safe during the COVID-19 pandemic.
 - Sustained the Talk DuPage group and began meeting monthly.
 - The County saw a 58.6% increase in reach on Facebook and a 16.0% increase in reach on Twitter.
 - The total number of newsletter subscribers increased 19.8%.
 - DuPage County Media stories rose 58.8%.
- **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 County-wide capabilities. Trainings will utilize the newest technologies and practices.
 - The Department was unable to conduct many of the planned trainings due to COVID-19, but has worked with the federal consortiums to bring in pertinent courses/training related to COVID-19.
 - OHSEM is participating in new online trainings to determine which are applicable for our area stakeholders and the feasibility of conducting hybrid classes/trainings in the future.
- **INFORMATION TECHNOLOGY:** Continue to enhance the County's Cyber Security Initiatives to protect County and customer data.
 - Upgrades were completed on all wireless access points and port security modules, except within the Care Center, due to COVID-19, and within the JTK Administration Offices, where asbestos abatement needs to occur prior to upgrades.
 - A multi-factor authentication software was implemented to improve identity and access authentication.
 - Continued Cybersecurity Awareness training and the ongoing Phishing Awareness Campaigns.
- **STORMWATER MANAGEMENT:** Advance technological tools to improve efficiencies, public information, and ease of access.
 - Purchased new computer hardware necessary for a kiosk floodplain mapping monitor.
 - Integrated Information Technology staff into Accela technical support.

- Ongoingly working with Geographic Information Systems (GIS) to create an application programming interface (API) for cross-platform communication.
- **SUPERVISOR OF ASSESSMENTS:** Improve taxpayers' and other stakeholders' access to vital property tax related information by increasing the scope and depth of public records provided online.
 - The Department has chosen a vendor for new software that will assist in this goal but, due to COVID-19, rollout has been delayed.
- **SUPERVISOR OF ASSESSMENTS:** Provide additional trade-specific technical and general customer service-related training to all staff within the Department.
 - This year, one staff member became a Certified Illinois Assessing Officer. Two other staff members have begun the training to receive this certification.
- **SUPERVISOR OF ASSESSMENTS:** Create an assessed value appeal e-filing system.
 - The Department selected a new vendor for an e-filing system however, due to COVID-19, implementation was delayed.

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



- **ANIMAL SERVICES:** Achieve Service Enterprise Certification through Points of Light and Best Friends to expand the current volunteer program.
 - The Department submitted all qualifications with evidence for the Service Enterprise Certification in October and received approval in late November.
 - A shelter tour video was produced that included volunteer impact narratives.
- **ANIMAL SERVICES:** Implement new cloud-based software solution for shelter and animal control management.
 - The Department began implementing the new software in late August and was able to fully train staff during the month of September. Full implementation went live in early October.
- **COUNTY BOARD:** Continue applying ACT Initiative principles to County government and the appointed agencies.
 - Received the report on the merging of the County Clerk and Recorders offices.
 - Convened a working group on the size of the County Board. Published the final report and results.
- **HOMELAND SECURITY AND EMERGENCY MANAGEMENT:** Focus on increasing the number of both internal and external exercises the County participates in for this fiscal year. The Department plans to support and encourage municipalities in conducting tabletops, workshops, drills, and functional exercises. In addition, there are plans to host virtual, multi-jurisdictional exercises throughout the year that municipalities can participate in as permitted by the IEMA.
 - The Department was unable to conduct planned exercises due to COVID-19, but did conduct a discussion-based exercise with County leadership at the beginning of COVID-19 to talk through the process of identifying staff with COVID-19 and subsequent recommendations on notifying staff, cleaning, etc.

- The Department has participated in multiple Regional and Statewide discussion-based exercises related to COVID-19 with the Illinois Emergency Management Agency and Illinois Department of Public Health.
- **INFORMATION TECHNOLOGY:** Modernize the technology infrastructure – Implementation of the Tyler Tax Administration System.
 - The County has a detailed Statement of Work that includes an implementation schedule for the next 26 months.
- **INFORMATION TECHNOLOGY:** Provide Geographic Information Systems (GIS) shared services to other government agencies where resources for Geo-Spatial services are limited.
 - Provided continuous GIS shared services for the Village of Lisle and the Lisle-Woodridge Fire Protection District.
- **PUBLIC WORKS:** Build on successes of ACT plus quality and leadership.
 - The Department continued use and expansion of 3rd party users for the Vactor waste receiving station located at WGV.
 - Continued to provide shared services, such as: televising, CIPP lining, and pipe rehabilitation for DPC-owned system as well as other DPC municipalities.
- **PUBLIC WORKS:** Consolidation and combining of services to increase operational efficiencies.
 - The Department continues to assess and work with local agencies to find effective ways to increase operational efficiencies.
- **STORMWATER:** Collaborate with internal and external agencies to improve efficiencies.
 - Initial implementation of permitting collaboration with DuPage Department of Transportation using Stormwater Management’s Accela permitting software.
 - Ongoing collaboration with both internal departments and outside agencies. Stormwater Management has been working with other townships, municipalities, and private property owners to consolidate efforts to achieve shared goals and objectives.

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

- **BUILDING AND ZONING:** Periodically review and update the County Building Code.
 - The Building and Zoning Department anticipates reviewing and updating the building code in FY2021.
- **BUILDING AND ZONING:** Engage with municipal partners and property owners in short and long-term land use planning efforts.
 - The County received a Local Technical Assistance Grant (LTA) from CMAP for Rt. 83. This allowed the completion of updates to the Rt. 83 Transportation Planning Corridor. There were ten successful meetings with the corridor group. During these meetings, goals and objectives of the group were established, a strategic plan was developed, and outreach with each community’s elected officials and community stakeholders was completed. Met with all municipal partners’ elected officials at nine official council proceedings to discuss the plan. A final plan has been completed and received sign off from staff at each municipality.



- The County received a Local Technical Assistance Grant (LTA) from CMAP for the Lake Street Transportation Planning Corridor. The first steering committee meeting with partner communities occurred, where goals and objectives for the overlay district were developed.
- **TRANSPORTATION:** Review DuPage County's Impact Fee Program to ensure it continues to reflect a balance between development and transportation.
 - Continued review and discussion of Impact Fee Program Ordinance update with the Impact Fee Advisory Committee.
 - The Comprehensive Road Improvement Program (CRIP) is being developed jointly with the Long-Range Transportation Plan (LRTP).
 - Due to COVID-19, progress on recommending changes to the Impact Fee Ordinance and/or completion of the CRIP have been delayed until revenue forecasts can be reviewed/updated (See also Long-Range Transportation Plan).
- **TRANSPORTATION:** Improve the highway access permitting process for private entities and public agencies to construct and maintain their facilities within County rights-of-way.
 - A draft revised Highway Access Permit Ordinance has been prepared and is undergoing internal reviews.
 - Due to COVID-19, Division of Transportation Permitting priorities have shifted toward migrating to an online permitting platform. This new platform will allow permits to be submitted, reviewed, approved, monitored, and payments processed electronically.

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



- **COUNTY BOARD:** Engage community partners to disseminate County messaging that reaches out to all cultures and to those for whom English is a second language/create effective communications and outreach to communities who may benefit from County programs and services.
 - Worked with the County Health Department on messaging to combat the COVID-19 pandemic.
 - Worked with the Complete Count Committee to push trustworthy census information to Hard-to-Count populations.
- **COUNTY BOARD:** Continue to seek diverse candidates for County appointed agencies to ensure everyone has an opportunity to represent their community.
 - The County continues to seek highly qualified candidates to fill vacant positions on appointed agencies who are reflective of the diverse makeup of DuPage. This has been accomplished by working with various community groups such as the NAACP, League of Woman Voters, and the Illinois Muslim Civic Coalition, to name a few. These outreach efforts will continue in order to build relationships and find leaders throughout the community.
- **TRANSPORTATION:** Implement a Business Enterprise Program to expand participation in Division of Transportation contracts by firms that are owned or controlled by socially economically disadvantaged individuals including women, minorities, and veterans.
 - Completed initial phase of work which included internal review of procurement policies and practices, outreach initiatives, data collection, and methods of tracking contract costs and payments.