



# DU PAGE COUNTY

## Strategic Planning Committee

### Final Summary

421 N. COUNTY FARM ROAD  
WHEATON, IL 60187  
www.dupagecounty.gov

---

**Tuesday, March 5, 2024**

**8:30 AM**

**Room 3500A**

---

**1. CALL TO ORDER**

8:30 AM meeting was called to order by Chair Sadia Covert at 8:30 AM .

**2. ROLL CALL**

Other Board members present: Member Lucy Chang Evans; Member Kari Galassi; Member Patty Gustin.

Staff in attendance: Jason Blumenthal (Policy and Program Manager); Joan Olson (Chief Communications Officer); Rene Zerante (State's Attorney's Office).

Also present (remote): Michelle Kennedy and Karen Whichard, BerryDunn

<b>PRESENT</b>	Covert, Cronin Cahill, Krajewski, LaPlante, and Rutledge
<b>ABSENT</b>	Yoo

**3. PUBLIC COMMENT**

No public comments were offered.

**4. CHAIRWOMAN'S REMARKS - CHAIR COVERT**

Chair Covert noted that the purpose of today's meeting was to ask the committee for a vote to approve the 2024-2029 Strategic Plan and then forward the plan to the County Board to vote on approval on March 12.

**5. APPROVAL OF MINUTES**

<b>RESULT:</b>	APPROVED
<b>MOVER:</b>	Cynthia Cronin Cahill
<b>SECONDER:</b>	Sheila Rutledge

5.A. [24-0851](#)

Strategic Planning Committee - Regular Meeting - Tuesday, February 20, 2024

**6. OTHER ACTION ITEM**

6.A. [SP-R-0001-24](#)

Adoption of the 2024-2029 DuPage County Strategic Plan

Jason Blumenthal thanked the committee for its work during the past year in the task of

updating the DuPage County strategic plan and commended BerryDunn for its partnership in developing and designing the final plan. He added that BerryDunn consultants Michelle Kennedy and Karen Whichard were present via Zoom to address questions and comments from the committee members. Chair Covert also thanked Jason and the BerryDunn team for their hard work and noted that she is very pleased with the outcome and the new strategic plan for 2024-2029.

During the committee members' review and discussion of the strategic plan, Members Cahill and Galassi questioned why the section titled "Strategic Priority: Safe Community" did not address reduction in crime as a matter of public safety. Member Galassi added that addressing crime was a top priority based on earlier feedback from the public across all demographics and should also be reflected in the strategic plan. Mr. Blumenthal explained that this strategic plan provides direction only for the departments that are within the County Board's jurisdiction, and does not include the departments and agencies that deal with crime-related issues, such as the Sheriff's Office, State's Attorney, Public Defender, Probation and Circuit Court. Member Cahill responded the County Board has direct control over the budget and can allocate funds for public safety. She emphasized that this should be included under the Strategic Priorities for "Fiscal Responsibility" and "Safe Community." Mr. Blumenthal proposed adding a strategic objective for properly allocating resources to the county's judicial and public safety agencies to ensure safe communities for DuPage with outputs prioritizing a decrease in crime rates.

At the conclusion of the discussion it was agreed that the strategic plan be amended to include the language related to allocation of funds for community safety. The amended plan will then be presented to the Strategic Planning Committee for approval in two weeks (March 19) and forwarded to the County Board for approval the following week (March 26). Member Krajewski then moved to table Resolution SP-R-0001-24 to March 19, 2024. Member Cahill seconded; motion approved upon roll call vote, all ayes.

<b>RESULT:</b>	TABLED
<b>MOVER:</b>	Brian Krajewski
<b>SECONDER:</b>	Cynthia Cronin Cahill
<b>AYES:</b>	Covert, Cronin Cahill, Krajewski, LaPlante, and Rutledge
<b>ABSENT:</b>	Yoo

## 7. OLD BUSINESS

No old business was discussed.

## 8. NEW BUSINESS

No new business was discussed.

**9. ADJOURNMENT**

With no further business, the meeting was adjourned at 8:55 AM.



## Minutes

421 N. COUNTY FARM  
ROAD  
WHEATON, IL 60187  
[www.dupagecounty.gov](http://www.dupagecounty.gov)

---

**File #:** 24-0851

**Agenda Date:** 3/5/2024

**Agenda #:** 5.A.

---



# DU PAGE COUNTY

## Strategic Planning Committee

### Final Summary

421 N. COUNTY FARM ROAD  
WHEATON, IL 60187  
www.dupagecounty.gov

---

**Tuesday, February 20, 2024**

**11:00 AM**

**Room 3500B**

---

**1. CALL TO ORDER**

11:00 AM meeting was called to order by Chair Sadia Covert at 11:10 AM.

**2. ROLL CALL**

Other County Board members present: Member Michael Childress; Member Lucy Chang Evans (remote); Member Paula Garcia; Member Patty Gustin.

Staff in attendance: Sheryl Markay (Chief Policy and Program Officer); Jason Blumenthal (Policy and Program Manager); Renee Zerante (State's Attorney Office); Mary Keating (Director of Community Services)

<b>PRESENT</b>	Covert, Cronin Cahill, Rutledge, and Yoo
<b>ABSENT</b>	Krajewski, and LaPlante

**3. PUBLIC COMMENT**

The following individual offered public comment via electronic submission:  
Thaddeus Karas: 70 Unit Apartment Complex

3.A. [24-0777](#)

Online Public Comment

**4. CHAIRWOMAN'S REMARKS - CHAIR COVERT**

Chair Covert welcomed the BerryDunn team, who will present the Draft 2024 Strategic Plan to the committee. Chair Covert also thanked her fellow County Board members, staff, and members of the public who were engaged in the strategic planning process. Today's presentation will include commentary from all stakeholders.

**5. APPROVAL OF MINUTES**

5.A. [24-0735](#)

Strategic Planning Committee - Special Call Meeting - Tuesday, October 17, 2023

<b>RESULT:</b>	APPROVED
<b>MOVER:</b>	Yeena Yoo
<b>SECONDER:</b>	Cynthia Cronin Cahill

**6. INFORMATIONAL**

Chair Covert turned the meeting over to Jason Blumenthal and Michelle Kennedy from BerryDunn for today's presentation of the Draft 2024 Strategic Plan for DuPage County.

Mr. Blumenthal noted that today's presentation incorporates input received from County staff and Board members, BerryDunn team members and the public over the past four or five months. He introduced Michelle Kennedy from BerryDunn who is participating via video link. Ms. Kennedy reviewed the Draft Strategic Plan, copies of which were provided to committee members. The draft plan includes new Guiding Principles of Accountability, Diversity and Inclusion, Leadership, and Quality; and the following Strategic Priorities: Community Well-Being; Fiscal Responsibility; Thriving Economy; Safe Community; Environmental Stewardship; and Mobility.

At the conclusion of her presentation, Ms. Kennedy invited questions, suggestions and comments from those in attendance.

Following the discussion, Chair Covert thanked Ms. Kennedy for BerryDunn's efforts in helping develop the DuPage County Strategic Plan for 2024. Jason Blumenthal noted that he is working with staff to finalize performance measures and that the goal will be to have a tentative final Strategic Plan for the committee to approve in two weeks. He suggested the Strategic Planning committee meet on Tuesday, March 5, 2024 for the purpose of reviewing and approving the final Strategic Plan before forwarding it to the County Board.

Member Cahill left the meeting at 11:30 during discussion of agenda item 6.A. Chair Covert appointed County Board member Paula Garcia as a temporary member of the Strategic Planning Committee for quorum purposes without objection.

**6.A. [24-0736](#)**

DRAFT - 2024 Strategic Plan

Motion to receive and place on file the Draft 2024 Strategic Plan for DuPage County.

Chair Covert entertained a motion to receive and place on file the draft 2024 Strategic Plan for DuPage County. Member Rutledge so moved; Member Yoo seconded; motion approved, all ayes.

<b>RESULT:</b>	ACCEPTED AND PLACED ON FILE
<b>MOVER:</b>	Sheila Rutledge
<b>SECONDER:</b>	Yeena Yoo

**7. OLD BUSINESS**

No old business was discussed.

**8. NEW BUSINESS**

No new business was discussed.

**9. ADJOURNMENT**

Chair Covert entertained a motion to adjourn; Member Rutledge so moved; Member Yoo seconded; motion approved, all ayes. With no further business, the meeting was adjourned at 12:00PM.



## Strategic Planning Resolution

421 N. COUNTY FARM  
ROAD  
WHEATON, IL 60187  
[www.dupagecounty.gov](http://www.dupagecounty.gov)

---

**File #:** SP-R-0001-24

**Agenda Date:** 3/19/2024

**Agenda #:** 6.A.

---

### ADOPTION OF THE 2024-2029 DUPAGE COUNTY STRATEGIC PLAN

WHEREAS, it is the mission of DuPage County Government to ensure that DuPage County's communities will always be desirable places to live, work and raise families by providing innovative cost-effective services, promoting a high quality of life for all residents, and acting as a leader with its local and regional partners in anticipating issues and developing solutions; and

WHEREAS, the DuPage County Board adopted a Strategic Plan on November 24, 2015 under Resolution SP-R-0573-15 and subsequently revised its Strategic Plan on May 28, 2019 under Resolution SP-R-0224-19; and

WHEREAS, the Strategic Plan has served the County well for almost the last decade; and

WHEREAS, the DuPage County Board decided to engage with BerryDunn a year ago to assist in the updating and implementation of a new five-year strategic plan; and

WHEREAS, over the last year, the DuPage County Board has sought feedback from members of the public through various public hearings, online submissions, and various strategic planning committee meetings to ensure voices from every corner of the County have been heard; and

WHEREAS, the 2024-2029 Strategic Plan, as shown in Exhibit A, is the product of this year-long effort to ensure all of the feedback provided is incorporated into the process and states the six key priorities and vision for the next five years. These priorities include community wellbeing, fiscal responsibility, thriving economy, safe community, environmental stewardship, and mobility; and

WHEREAS, the Strategic Planning Committee recommends adoption of the 2024-2029 Strategic Plan as shown in Exhibit A for the DuPage County Government; and

WHEREAS, the County Board supports the recommendation of the Strategic Planning Committee and approves the Strategic Plan as shown in exhibit A attached hereto and incorporated into this Resolution.



NOW THEREFORE, BE IT RESOLVED that the DuPage County Board adopts the 2024-2029 Strategic Plan, as attached in exhibit A, to be its guiding plan for the next five years.

Enacted and approved this 12th day of March 2024 at Wheaton, Illinois.

\_\_\_\_\_  
DEBORAH A. CONROY, CHAIR  
DU PAGE COUNTY BOARD

Attest: \_\_\_\_\_

JEAN KACZMAREK, COUNTY CLERK

# DuPage County Strategic Plan

March 12, 2024

## Our Mission

DuPage County provides exemplary services in a financially sustainable manner to make our County a desirable place to live, work, and raise a family.

## Our Vision

DuPage County is a hub of economic vitality, features expansive natural spaces, delivers high-quality services, and prides itself on being a place where all can thrive.

## Guiding Principles

**Accountability:** We ensure that County government, through its policies and programs, is responsible for creating and achieving high-quality performance standards.

**Diversity and Inclusion:** We approach the work of County government in a culturally competent and inclusive manner so that all are able to fully participate.

**Leadership:** We find innovative approaches that provide local, regional, and statewide solutions to common issues for our communities, in collaboration with external and internal stakeholders to share resources and information.

**Quality:** We offer effective, accessible, and efficient services, provided by well-trained, highly valued, and supported staff, who respond to new and emerging community needs.

## Strategic Priority: Community Well-Being

**Goal Statement:** Partner with the nonprofit sector, optimize federal and state funding opportunities, and implement locally funded initiatives to ensure all county residents are able to access services and programs that lead to independent and healthy lives.

## Objectives

1. Provide County services in an equitable manner to ensure access to every member of the community.
2. Help individuals and families access services that work to reduce poverty by offering pathways to financial sustainability.
3. Establish, maintain, and enhance familial relationships and to help reduce adverse impacts of family conflict.
4. Determine long-term funding strategy and improve awareness and ease of use of the 211 system to help residents access County and partner agency services.

5. Along with partner organizations, develop a strategy to leverage the expertise of older adults in the community via volunteer and mentoring opportunities to increase civic engagement, reduce the impacts of isolation, improve mental health, and support aging in place.
6. Create broad community awareness of adult protective services to help raise awareness of needs and services available to support vulnerable adults in the community and in long-term care facilities.
7. Create broad community awareness of Community Services programs via outreach and public relations initiatives.
8. Continue providing safety net services at the DuPage Care Center to meet community needs for older adults and people with disabilities.

## **Performance Measures**

### *Milestone*

- Add staff resources to ensure a disadvantaged businesses enterprise program is successfully implemented.
- Review County services from a diversity and inclusion lens.
- Implement 211 text and chat features by 4<sup>th</sup> quarter of 2024
- Partner with Pace to create new community transit options for Willowbrook Corners by 2028
- Complete DuPage Care Center renovations by summer 2026

### *Output*

- Increase the percentage of households successfully completing the Family Self-Sufficiency program to 60%
- Increase the number of education sessions to financial institutions, law enforcement, hospitals, senior buildings, and home healthcare agencies to increase their awareness and knowledge of adult protective services and the long-term care ombudsman program
- 4% of eligible seniors participating in the Senior Freeze exemption program
- 2% of eligible veterans and people with disabilities participating in property tax exemption programs
- Maintain 4- to 5-star quality rating for the delivery of high-quality care at the DuPage Care Center

### *Outcome*

- Increase the percentage of parents who were able to talk about all or some of the issues in mediation: 85% is the target

- Increase the percentage of parents who were very satisfied or satisfied with the outcome of mediation: 75% is the target
- Regardless of outcome, percentage of parents who were satisfied with the overall experience in mediation sessions: 90% is the target
- Census data options for seniors/aging in place and cost-burdened households
- Increase the number of new and affordable senior housing units constructed
- Increase 211 contacts by 4% by December 31, 2024—and an additional 4% per year—until 20% saturation of County is reached

## **Strategic Priority: Fiscal Responsibility**

**Goal Statement:** Maintain the highest standards of financial planning, forecasting, transparency, risk analysis, and innovative management to ensure the County has a sustainable fiscal future.

### **Objectives**

1. Evaluate services and programs sustained by COVID-19-era funding sources for continued viability, need, and budgetary support.
2. When using state and federal funds to provide County services, maintain full compliance while also transparently communicating program outcomes to the community.
3. Enhance the County's financial and collaboration capabilities by procuring and implementing a new ERP system that will better integrate budget, grants, accounts payable/receivable, the general ledger, procurement, receiving, and cash management.
4. Annually evaluate and identify areas of interdepartmental efficiencies to consolidate efforts where possible and identify cost savings.
5. Using a talent management lens, evaluate the County's human resources processes and procedures to ensure the County is positioned to attract, retain, and develop employees by focusing on hiring qualified candidates who best align with department needs, creating a learning culture, managing and rewarding performance, and engaging in long-term workforce and succession planning.
6. Diversify the revenue stream for the General Fund to minimize the impact of fluctuations in any one revenue source and improve income stability.
7. Retain metrics needed to maintain the County's bond rating.

## Performance Measures

### *Milestone*

- New services started or supplemented with ARPA and CARES funding streams are inventoried by FY2026, with potential funding priorities and funding streams determined by FY2026 budget cycle
- Complete annual fee reviews each August to ensure that revenues generated by fees are set at the appropriate level
- Integrate grants reporting into the annual budget by the FY2026 budget.
- Use the OpenGov software to improve program information on DuPage County website to add budget, performance metric graphics, and stories by the FY2026 budget.

### *Output*

- Reduce average number of days from job posting to onboarding new hires
- Increase percentage of employees who remain employed for at least 24 consecutive months
- Maintain reserves at 25% of annual operating expenses.
- 5% County services covered by user fees

### *Outcome*

- Maintain AAA and AA bond ratings

## Strategic Priority: Thriving Economy

**Goal Statement:** Sustain a policy and regulatory environment that supports a successful business community, ensures an adequate supply of workforce housing, and advances economic growth.

### Objectives

1. Collaborate and partner with Choose DuPage and the DuPage Convention & Visitor Bureau to support new and existing business growth and strengthen and diversify the County's economy.
2. Support local businesses by developing policies and practices that encourage using County-based businesses for County service delivery.
3. Incentivize private developers to build affordable housing by granting density bonuses and other variances, providing land and necessary site infrastructure, and identifying other tools and mechanisms identified as part of the Ad Hoc Housing Committee review.

4. Educate developers about the resources available through the state and federal government, including the Illinois Housing Development Authority, and help them connect to resources available to increase the number of workforce housing units built and preserved.
5. Increase access to employment and career opportunities in key sectors of the DuPage County economy by providing workforce development programming.

## **Performance Measures**

### *Milestone*

- Complete Ad Hoc Housing Committee Affordable Housing Review by the 4<sup>th</sup> Quarter of 2024
- Develop a reporting index for the diversity of populations served by workNet DuPage and then track the appropriate output and outcome data

### *Output*

- Increase the number of people participating in workNet DuPage programs
- Achieve average wage among workforce training program completers with barriers to employment to \$22/hour.
- Ensure majority of grant-funded training develops workforce for key industry sectors of DuPage.
- Increase the number of new businesses in the County annually
- Increase the number of living wage new jobs created annually
- Increase the number of hotel stays annually
- Reduce the number of days for plan review cycle for workforce housing projects
- Increase the number of affordable housing units created
- Increase the number of affordable housing units preserved

### *Outcome*

- Increase labor force participation rate
- Maintain unemployment rate lower than the state average

## **Strategic Priority: Safe Community**

**Goal Statement:** Preserve and enhance safety and security for community members.

### **Objectives**

1. Ensure a safe and efficient network of roads, trails, and sidewalks.

2. Promote emergency preparedness and all hazards planning and community engagement to make the population more resilient in the face of all hazards, natural or otherwise.
3. Implement strategies to increase rabies compliance, promote the welfare of domesticated animals, reduce bites, and prevent negative interactions with wildlife.
4. Manage cybersecurity risks, protect against cyberattacks, and develop employees' knowledge and skills to collectively safeguard the County's IT infrastructure to protect data and ensure service delivery.
5. Invest in the appropriate human and technology resources needed to maintain critical IT infrastructure that supports public safety, citizen engagement, and emergency management programs in the County.
6. In collaboration with DuPage County municipal water utilities and state and federal officials, work to identify funding sources to reduce the cost to homeowners who wish to connect with a public water supply.

## **Performance Measures**

### *Milestone*

- Review and update the County Emergency Operations Plan and incorporate relevant elements of the County's Natural Hazard Mitigation Plan by March 2025 and every three years after
- Develop a new Safe Streets for All Action Plan by 2025
- Overhaul ProtectDupage.org (or Protect.DuPageCounty.gov or Ready.DuPageCounty.gov) to provide timely, reliable, and relevant content for the whole community by March 2025.
- Implement data-sharing process for animal call codes with the DuPage County Sheriff's Office, Planning and Zoning, and Animal Services by the end of 2026.

### *Output*

- Reduce the number of animal bites
- Secure Federal and State grants and direct allocation of funding for well conversions in unincorporated DuPage County
- 90% of DuPage County employees trained on cybersecurity annually
- Increase grant funding availability for emergency scenario training

### *Outcome*

- Increase the number of private wells transitioned to public water
- Reduce the percentage of fatal and Type A crashes along County roadways

## **Strategic Priority: Environmental Stewardship**

**Goal Statement:** Preserve the natural environment, mitigate the impacts of climate change, safeguard wetlands, and protect public health by making strategic investments that promote community resilience.

### **Objectives**

1. Mitigate the impacts of climate change locally by improving funding stability for the County's Stormwater Management program.
2. Create a stormwater stream bank stabilization program to improve water quality and maintain continuity of the watershed.
3. Reconvene the Green Government Council and lead the effort to establish the next community-wide climate action goals to continue progress made under Cool DuPage.
4. Reduce waste landfilled by pursuing initiatives included in the Solid Waste Management Plan, partnering with the commercial sector to explore composting with commercial food providers and working to increase recycling and diversion rates.
5. Advance County facility projects and fleet investments that lower the County's emissions, enhance beneficial reuse, and improve efficiency.
6. Invest in integrated technology solutions to leverage data in order to maintain optimized performance, inform future infrastructure planning, and enhance environmental sustainability of the County's facilities.

### **Performance Measures**

#### *Milestone*

- Complete stormwater management study and capital plan by December 2024
- Develop and approve stormwater fee methodology by December 2026
- Implement stormwater fee by December 2028
- Reconvene the Green Government Council by April 1, 2025.
- Start the evaluation, design, and construction project to use the methane gas generated at the Woodridge Green Valley Wastewater Treatment Plant as renewable energy by 2026.

#### *Output Measures*

- Increase the number of miles of stormwater infrastructure rehabilitated or installed
- Reduce contaminants and decrease sediment load in County rivers and streams



- Reduce property damage caused by high water flows during times of rainfall.
- Reduce the number of tons landfilled per year

#### *Outcome Measures*

- Reduce total maximum daily load (TMDL) of sediment in stream
- Set energy reduction target for Campus

## **Strategic Priority: Mobility**

**Goal Statement:** Make certain that the transportation network in DuPage County is regionally connected, well maintained, and reliable so that residents, employees, and visitors are able to easily move around the community using their mode of choice.

### **Objectives**

1. Ensure state of good repair on for County roadways, sidewalks, and bridges.
2. Expand the bike and pedestrian network and enhance user experience.
3. Collaborate on a reimagined, more accessible transit system.
4. Invest in new infrastructure, explore innovations in integrated circuit deployment for smarter traffic control, enhance usage of data, deploy emerging technologies, and invest in ongoing operations and maintenance to reduce traffic congestion.
5. Provide strategic investment for the development of PACE Pulse Routes between DuPage County and neighboring counties.

### **Performance Measures**

#### *Milestone Measures*

- Update Long Range Transportation Plan by 2026
- Complete Bicycle and Pedestrian Plan by 2027
- Complete East Branch DuPage River Train Central section by 2028
- Conduct review of scope and administration of Ride DuPage to coordinate and align with regional needs by 2029

#### *Output Measures*

- Maintain pavement to an established standard, where 90% of County-maintained highways have a condition of “fair” or better
- Maintain bridges to an established standard, where 90% of County-owned and -maintained bridges have a sufficiency rating of 50 or greater

- Increase the Sidewalk and Bike path connectivity index by 1% annually for the next five years.
- Maintain a county-wide peak hour operating speed average operating level of C or better
- Increase number of signal systems coordinated with performance improvement over prior three years