



# STRATEGIC PLAN 2024-2029



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# DUPAGE COUNTY

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DEBORAH A. CONROY  
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March 26, 2024

To the DuPage County Community,

Over the last year, DuPage County government leaders have been immersed in a strategic planning process that sets the vision for the next five years. As part of this process, the County Strategic Planning Committee engaged the community through stakeholder discussions, public forums, and surveys. We received significant feedback from our residents, stakeholders, County staff and Board Members. The Board voted on March 26, 2024, to adopt the attached 2024 Strategic Plan which incorporates the common themes and goals that arose from these community outreach initiatives.

This new Strategic Plan is guided by four overarching values: Accountability, Diversity and Inclusion, Leadership, and Quality. These values will be woven throughout the six strategic priorities that will turn the plan into action steps: Community Well-Being, Fiscal Responsibility, Thriving Economy, Safe Community, Environmental Stewardship, and Mobility. These core principles and priorities set the direction for the future of the County. Each of the plan's goals include performance measures and desired outcomes allowing the County to provide periodic updates on our progress.

Our thanks to the community, County staff, business partners and Board Members who shared their perspective to help make this a robust process. We believe our new Strategic Plan is a living, breathing document that provides direction with the flexibility needed to lead our County in a responsive and responsible manner. We thank you for your continued support.

Respectfully,

Deborah A. Conroy  
Chair  
DuPage County Board

Sadia Covert  
Strategic Planning Committee Chair  
DuPage County Board

# Who We Are

## 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, working 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.

# Why a Strategic Plan?

## Charts the Course

The Strategic Plan's five-year timeline allows for thoughtful sequencing of initiatives. The alignment with the County's annual budget process creates a stronger connection between finances and operations. With the Strategic Plan as a guide, other County plans and initiatives will be built to align. In addition to priorities, goals and objectives, this plan includes performance measures for government transparency, accountability, and ongoing improvement.

## Results for the Community

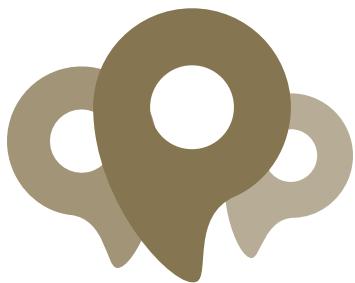
We know our community has high standards and aspirations for DuPage County. We enjoy a high quality of life here, and want to remain an excellent place to raise a family. The County's Strategic Plan lays a foundation for progress, defines a shared vision for the future and focuses County resources on six key strategic priorities: Community Well-Being, Fiscal Responsibility, Thriving Economy, Safe Community, Environmental Stewardship, and Mobility. These priorities, and their supporting goals and objectives, came from considerable community input and feedback. These priorities drive us toward meaningful outcomes and big steps forward on the road to reaching our collective long-term vision.



# How did we arrive at this Plan?

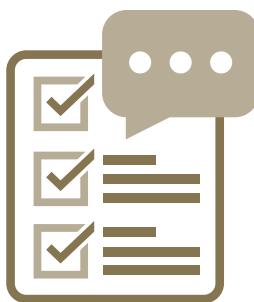


# How did we arrive at this Plan?



Online interactions  
with Social Pinpoint

**6,547**



Survey  
responses

**1,083**



Ideas Wall  
comments

**372**



Interviews

**40**



Community forums

**4**



County Board  
engagements

**4**



A total of **11** social media posts  
were made with some on Facebook,  
LinkedIn, and Twitter.



Three Newsletters were  
sent and averaged a **44%**  
open rate which equates to  
**4,367** clicks.

# Plan at a Glance





# Community Well-Being

## Our Goal...

*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 4th 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
- 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





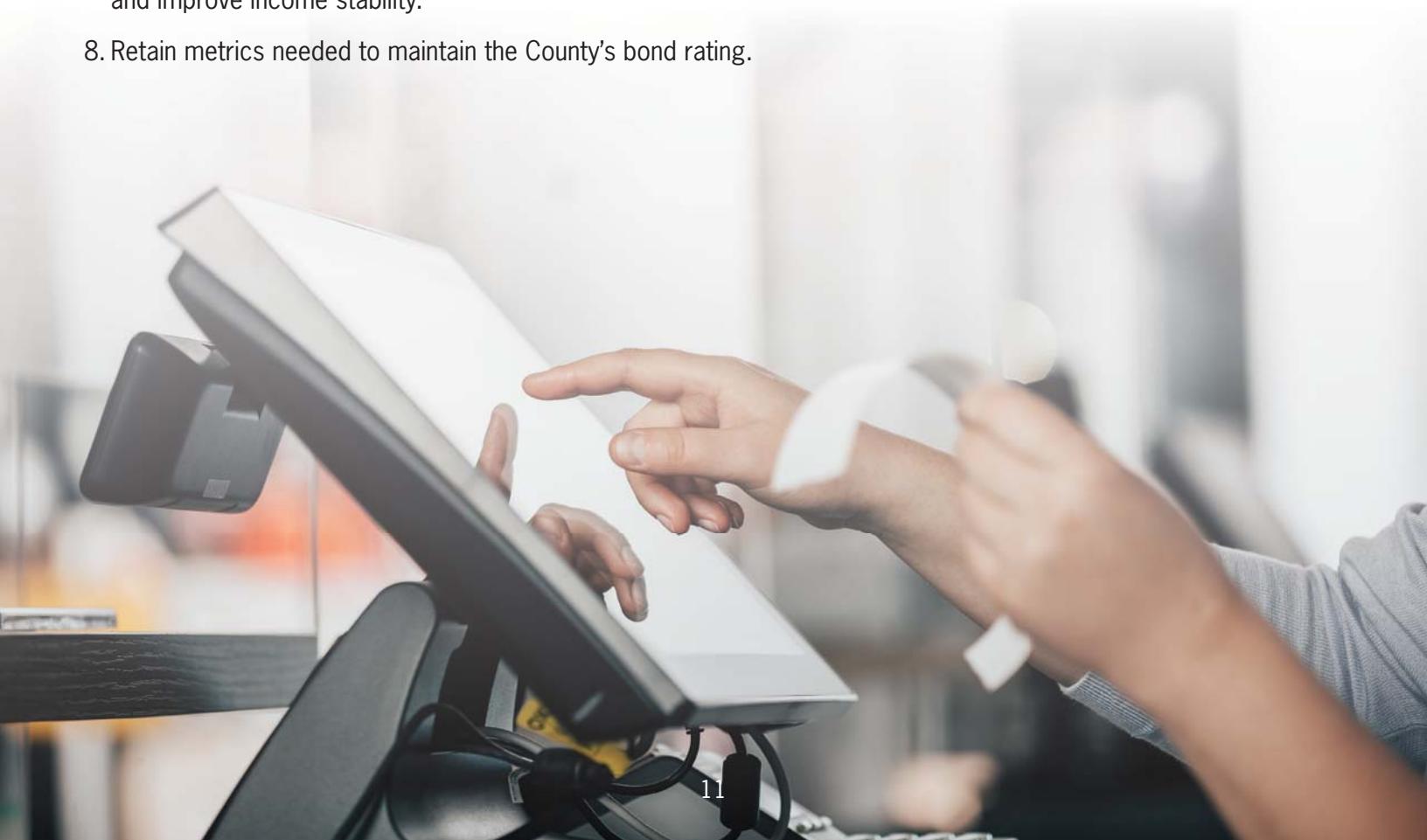
# Fiscal Responsibility

## Our Goal...

*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. Make strategic funding investments in personnel, capital equipment, and programs.
2. Evaluate services and programs sustained by COVID-19-era funding sources for continued viability, need, and budgetary support.
3. When using state and federal funds to provide County services, maintain full compliance while also transparently communicating program outcomes to the community.
4. 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.
5. Annually evaluate and identify areas of interdepartmental efficiencies to consolidate efforts where possible and identify cost savings.
6. Evaluate the County's Human Resources processes and procedures to create a learning culture, effectively manage and reward performance, and ensure the County can attract and retain a talented workforce that best aligns with department needs and succession planning efforts.
7. Diversify the revenue stream for the General Fund to minimize the impact of fluctuations in any one revenue source and improve income stability.
8. 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



# Thriving Economy

## Our Goal...

*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. Support initiatives that promote the arts, sporting, and cultural events to help drive economic and social capital. These initiatives will build new local revenue streams and elevate the County on a national level.
2. 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.
3. Support local businesses by developing policies and practices that encourage using County-based businesses for County service delivery.
4. 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.
5. 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.
6. 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 4th 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





# Safe Community

## Our Goal...

*Preserve and enhance safety and security for community members.*

## Objectives

1. In partnership with the public safety agencies operating within the County, work to reduce crime and enhance the safety of residents and visitors in the community by supporting strong public safety policies, funding, and initiatives, such as policies mandating secure gun storage.
2. Ensure a safe and efficient network of roads, trails, and sidewalks.
3. Promote emergency preparedness, all hazards planning, and community engagement to make the population more resilient in the face of all hazards, natural or otherwise.
4. Implement strategies to increase rabies compliance, promote the welfare of domesticated animals, and prevent negative interactions with wildlife.
5. 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.
6. 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.
7. 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

- Percentage reduction in the number of crimes occurring throughout the County.
- 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





# Environmental Stewardship

## Our Goal...

*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 of a project to use the methane gas generated at the Woodridge Green Valley Wastewater Treatment Plant as renewable energy by 2026

### Output

- 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

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



## Our Goal...

*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 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

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

### Output

- 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



# Acknowledgements

The Strategic Plan is the result of the combined efforts of our County's community members, elected officials, and employees. DuPage County would like to thank all those who participated in the months-long process, providing knowledge and insights throughout the various stages of the process.

## County Board

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Deborah Conroy, Chair  
Cindy Cronin Cahill, District 1  
Elizabeth Chaplin, District 2  
Michael Childress, District 1  
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Yeena Yoo, District 2  
James Zay, District 6

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Maddison Powers Spencer, Research Analyst



# STRATEGIC PLAN 2024-2029

