



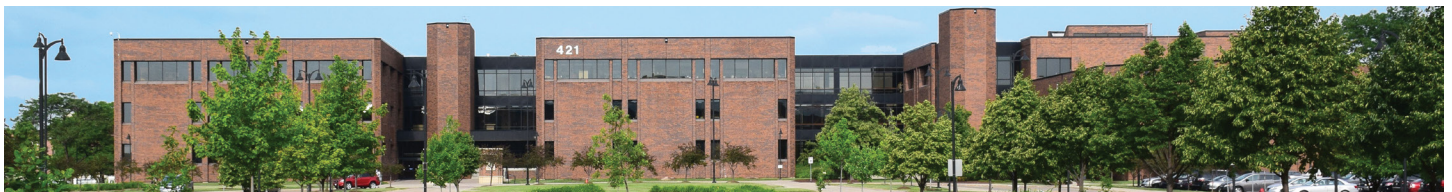
DUPAGE COUNTY

DUPAGE ACT INITIATIVE

Overview

The DuPage ACT Initiative (Accountability/Consolidation/Transparency) is a comprehensive County reform program designed to improve efficiency, reduce duplication and encourage resource sharing across County government and its independently administered agencies. In 2011, the County undertook an examination of its appointed agencies, which provide a variety of important public services to residents. This examination highlighted challenges and pinpointed areas for optimization and intergovernmental cooperation.

Once the examination was complete, the County launched the ACT Initiative to begin working with two dozen appointed agencies to improve transparency, reform ethics and procurement policies and explore shared services, intergovernmental partnerships and consolidation where appropriate. The County has expanded its initiative beyond the appointed agencies and is working with a variety of local partners on the municipal and regional level to ensure the most effective and efficient service delivery possible. Reforms made under the ACT Initiative are **projected to save taxpayers more than \$100 million**.



Key Accomplishments

Transparency Portal

The County created an ACT Transparency Portal hosted on its website to publicize organizational and financial information pertaining to each County-appointed agency. Each personalized agency page provides the public with access to board membership and terms of service, financial reports, district boundary maps, websites, qualifications for service, meeting agenda/minute postings and other pertinent information.

Ethics Reform

The County Board approved significant revisions to the County's Ethics Ordinance to allow County-appointed agencies to adopt the policy and enter into an intergovernmental agreement for shared use of the County's Ethics Adviser, Ethics Commission and Investigator General. These reforms have reduced duplication of ethics administration, streamlined the investigative process and improved the compatibility of the policy to other units of government. The County further established an online ethics training program to aid in compliance with the policy.

Employee Benefit Modifications

The County Board took action to restructure costly employee benefits in 2011, making significant changes to sick and vacation accrual policies and payouts that are **estimated to save taxpayers \$20 million over 20 years**.

Youth Home Shared Services

The County initiated a shared services agreement with Kane County in 2011, closing the DuPage County Juvenile Detention Facility, which has **reduced the overall costs for these services by \$6.9 million** since inception. It is estimated that the County would have spent \$11.4 million on its Youth Home Services over the last four years, but instead actually spent \$4.5 million with the shared services agreement.

Cooperative Purchasing

Road Salt: The County expanded its road salt cooperative purchasing agreement to now include all nine townships and all municipalities in the County, saving thousands of dollars based on low unit pricing.

Forest Preserve District: The County has partnered with the Forest Preserve District to: 1) share an Adobe Enterprise Agreement, **saving \$75,000** over the three-year contract period; 2) joint bid crushed stone, gravel, sand, riprap and other aggregate materials, **saving the Forest Preserve \$29,300**; 3) cooperatively purchase fuel; and 4) share GIS staff and services, **saving \$126,421 annually**.

Electrical Maintenance: The County included the City of Aurora in its bidding quantities for traffic signal and street light maintenance in 2015 to leverage efficiencies through combined volume. The County is also now partnering with Carol Stream and Lisle to maintain several traffic lights through an intergovernmental agreement.

Pictometry Online Cloud Sharing: The County is sharing its Pictometry Online Cloud-based web service with 17 other taxing bodies that now receive Oblique Imagery through a GIS viewer at no cost. Each entity saves approximately \$32,000 in imagery costs and \$2,000 annually for Pictometry Online service costs, for a **total savings of \$578,000**.

Consolidation

Dissolution of the Fairview Fire Protection District: The County partnered with the Village of Downers Grove, the Fairview Fire Protection District and its residents in 2014 to ensure the long-term sustainability of its fire and EMS services by establishing a municipal Special Service Area (SSA). Once the SSA was operational, the County took action to rebate district residents and used SB 494 (P.A. 98-0126) to dissolve the Fairview Fire Protection District. This action created a sustainable funding mechanism while **eliminating \$107,000 in past due subsidies** and allowed thousands of dollars in administrative overhead to be directed towards the actual cost of service.

Dissolution of the Fair and Exposition Authority: The County sought and won approval of HB 3747 (P.A. 99-0183) to dissolve the DuPage Fair and Exposition Authority in 2015, which eliminated the need for a duplicative entity to oversee the annual County Fair. This dissolution eliminated thousands in professional services costs to maintain the entity and provided more resources for facility maintenance and upgrades at the fairgrounds.

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DUPAGE COUNTY

DUPAGE ACT INITIATIVE *(Continued)*

Dissolution of the Timberlake Estates Sanitary District: The County was successful in dissolving the Timberlake Estates Sanitary District in 2013 through a majority petition signed by registered voters who reside within its boundaries and a subsequent court order. This action eliminated a defunct agency and provided justification for future legislation to ease consolidation of such bodies.

Consolidation of the Century Hill Street Lighting District: The County voted to dissolve the district and consolidate its services into the County's Division of Transportation in June 2016. The district was responsible for street light maintenance in unincorporated Naperville. Representatives of Century Hill and DuPage County identified an opportunity to provide lighting services through the County's Division of Transportation to leverage efficiencies and help control annual service costs. The district sent out surveys to homeowners to gauge their interest in this consolidation: More than 98 percent of Century Hill homeowners who completed the survey favored consolidation with the County.

Public Safety Consolidation: The Emergency Telephone System Board (ETSB) has taken action to consolidate Public Safety Answering Point (PSAP) dispatch centers in the County, reducing the total PSAP count from 22 down to three currently. These PSAP consolidations have **saved an estimated \$4.5 million annually** and additional consolidations are anticipated.

Election Commission Reforms

County Board Chairman Cronin took action to revamp the Election Commission Board, appointing new leadership in 2012. Since then, the Commission strengthened its ethics and procurement policies, partnered with the County to identify service sharing opportunities and rebid its contracts to reduce operational costs. Among its various reforms, the Commission projects: 1) a savings of \$85,000 by rebidding the Commission's legal services contract; 2) a \$178,000 reduction in cost per election (primary and general) for ballot printing, or a savings of approximately \$1.1 million over the life of the contract; 3) a savings of \$146,000 over three years by integrating the Commission's website into the County website; 4) a savings of \$402,400 over three years eliminating an IT position and sharing services with the County; and 5) a savings of \$1.1 million through polling place consolidation over the next four years. Collectively, the reforms implemented by the Election Commission have generated a **projected savings of nearly \$3 million to date.**

Legislation

SB 541 (P.A. 97-0084): The County achieved passage of legislation in 2011 to require independent taxing bodies to furnish financial and administrative information to the County. The DuPage County Board adopted OCB-001-11 in August 2011 requesting documentation from 24 appointed agencies, including external audits; audited financial statements; Comprehensive Annual Financial Reports; fiscal year budgets; organizational charts; employee rosters; salary information and personnel policies; procurement and other financial policies; ethics policies and annual meeting schedules and bylaws.

SB 494 (P.A. 98-0126): The County achieved passage of landmark legislation in 2013, which for the first time allowed the DuPage County Board to thoughtfully consider dissolution of certain County-appointed agencies when it is determined to be in the best interest of taxpayers.

Water Commission Reforms

County Board Chairman Cronin won approval of a legislative change effective June 1, 2016, which **eliminates more than \$36.5 million in annual sales tax** for County residents. This change requires the Commission to run as a water utility without a sales tax subsidy. Under the leadership of County Board Member Jim Zay – who serves as chairman of the Water Commission – the Commission has instituted many reforms to its ethics and procurement policies, while acting to reduce its headcount, control labor costs and reduce overtime and electrical charges. Additionally, the Commission has paid off its debt 18 months early, **saving taxpayers nearly \$10 million in interest charges.**

Transform Illinois Coalition

To advance the principles of the ACT Initiative on the regional and statewide level, County Board Chairman Cronin convened a coalition of supporters in 2015 to form Transform Illinois. The organization is a collaboration of local elected officials, civic groups and research institutions dedicated to promoting and supporting local government efficiency efforts in Illinois and improving the delivery of public services. The coalition is working to build support and advance legislation aimed at promoting shared services, eliminating redundancy and discouraging the creation of new, single-purpose governments. To learn more about Transform Illinois visit www.transformillinois.org.



A Look Ahead

Sanitary District Services

The County worked closely with the Salt Creek and Highland Hills Sanitary Districts to conduct a study to examine the most optimal service delivery mechanisms for each agency. The County Public Works Committee and each district held a joint committee meeting in 2016 to review the findings and work towards implementing the recommendations.

North Westmont Fire Protection District

The County is working with the Village of Westmont and the leaders of the North Westmont Fire Protection District to identify alternatives for funding of

fire and EMS services. As its existing contract with the Village is scheduled to expire, the district is engaging its residents regarding several options for establishing an SSA that provides a sustainable funding mechanism and ensures future service delivery.

DuPage MPI Partnership

The County is working alongside the DuPage Municipal Partnering Initiative (MPI) and its leadership to identify and share contracts that are conducive to cooperative purchasing. The County's Division of Transportation is working with MPI leaders to joint bid crack sealing services to leverage shared volume and further contain costs.