



ACT INITIATIVE PROGRESS REPORT

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, Chairman Dan Cronin and the County Board 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 effective and efficient service delivery. Reforms made under the ACT Initiative are projected to save taxpayers more than \$100 million. An agency-by-agency breakdown of these reforms is provided below.

Century Hill Street Lighting District – DISSOLVED JUNE 14, 2016

- Amended ethics policy to align with County policy (11/25/13)
 - Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (11/25/13)
 - Participated in County-sponsored ethics and procurement trainings for appointed officers in 2013
- Created a website to facilitate online posting of meeting agendas/minutes and made it accessible from the County website
- Posted budget and tax levy information online to better inform residents
- Established a capital fund to plan for long range replacement of street lighting infrastructure
- Worked with the County to identify an alternative service option that best serves District residents
 - Surveys were mailed and special meetings were hosted to educate residents on the service alternative
 - A strong majority of homeowners signified their support for consolidation of services
- The District adopted a resolution in April 2016 proposing the consolidation of the District into the County's Division of Transportation (DOT)
 - The County Board approved a resolution in June 2016 to dissolve the District and consolidate its functions with County DOT to improve the level of service and professional management of the system while increasing efficiency
- County DOT worked with residents to obtain grant funding to enhance the system

Downers Grove Sanitary District

- Amended ethics policy to align with County policy (2/12/13)
 - Approved an intergovernmental agreement to share County ethics officers for enforcement of the ethics policy (2/12/13)
 - Participated in County-sponsored ethics and procurement trainings for appointed officers in 2013
- Distributed a customer satisfaction survey in 2014, which found that 95% of respondents characterized the District's services as excellent, good or adequate
- Completed three major projects to eliminate the base load of electricity use at the wastewater treatment plant, helping to achieve a total cumulative reduction of 7 million Kwh, which is saving the District approximately \$450,000 annually
 - The District obtained grant funding to support the third phase of its energy reduction project
 - The District passed a resolution to run as a net-zero energy facility, meaning the wastewater treatment plant is generating as much energy as it uses
- Exploring shared services with the County Public Works Department for line repair projects to reduce labor costs
- Engaged elected officials about IMRF employer contribution rates and the need for pension reform
- Providing periodic reports to the County Public Works Committee on facility operations
- Partnering with the County to explore shared services, joint purchasing opportunities and regional lab facilities
- The district continues to work with the DuPage Municipal Partnering Initiative to procure paving and sewer cleaning and televising services as part of the MPI's collaborative procurement process

DuPage Airport Authority

- Amended ethics policy to align with County policy (1/9/13)
 - Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (1/9/13)
- Amended procurement policy to better align with County standards (5/16/12)
- Amended credit card policy to strengthen internal controls
 - Identified all credit cards in use, limited cards to a maximum of \$2,500, and requires review of Procurement Analyst and approval of Finance Director to request additional cards
- Created a new website to improve user navigation and further enhance transparency
- During 2012, the DAA permanently lowered its tax levy from \$6.4

million to \$5.9 million saving taxpayers \$500,000 annually
o Commissioners took action in January 2013 to abate

\$500,000 of its annual tax levy and continue efforts to reduce reliance on property taxes

DuPage Board of Health

- Adheres to County Ethics Ordinance and shares ethics officers with the County for enforcement
- Advanced a cooperative purchasing initiative with DuPage County for campus security which extended County pricing
- Partnered with the County to consolidate the Health Department's Office of Regional Emergency Management (OREM) with the DuPage County Office of Homeland Security and Emergency Management (OHSEM)
- Added transparency tools to the Health Department website which make copies of food, swimming pool and spa facility inspection reports available to the public without having to issue a FOIA request
- Partnered with the County to launch the Mosquito Abatement Task Force (MATF) to improve educational efforts and public health outreach, promote standardized abatement practices and explore a cooperative purchasing agreement among County providers. The MATF is composed of representatives from various governmental entities including municipalities, townships, mosquito abatement districts, the County Board and the Board of Health. The MATF has:
 - o Launched a Personal Protection Index (PPI) to help DuPage County residents protect themselves against West Nile Virus (WNV) and inform when conditions put them at greater risk
 - o Assessed the feasibility of a consolidated township model for mosquito abatement services
 - o Partnered with the DMMC to evaluate the creation of a county-wide contract to provide corner-to-corner coverage and reduce costs through a volume based purchase
- Enhanced WNV surveillance through data sharing agreements with local governments while partnering with County GIS to create maps that inform the public of mosquito testing results across DuPage County
- Partnered with the Forest Preserve District to improve shared surveillance activities and updated policies to better protect County residents
- Partnered with the County to re-launch County-wide efforts to reduce the impact of heroin and opioids on DuPage residents through the Heroin-Opioid Prevention and Education (HOPE) Taskforce. Through the five-part framework, leads the multi-sector group of community representatives to provide oversight of the County's many efforts to achieve the following goals:
 - o Professionally and comprehensively assess opioid use within DuPage County
 - o Recommend effective and actionable policies, initiatives, and programs
 - o Measure success from desired program and initiative benchmarks and deliverables.
- Collaborated with the DuPage County State's Attorney's Office for adjudication of Environmental Health Services violations to more efficiently and effectively address complaints and violations.
- Collaborated with the DuPage County Sheriff's Department to develop and expand behavioral health training and intervention – both in patrol and jail units – to better meet the complex needs of our residents and the law enforcement officers

DuPage Housing Authority

- Amended ethics policy to align with County policy (5/17/12)
 - o Approved an intergovernmental agreement to share County ethics officers for enforcement of the ethics policy (10/18/12)
- Amended HUD-based procurement policy to align with County policy (5/17/12)
- Continuing implementation of the Corrective Action Plan and Operations Improvement Plan
 - o HUD approved DHA's procurement operations in May 2012
- Continuing to partner with County IT to review various program sharing opportunities
- Received high ratings from HUD since 2016 in the Section Eight Management Assessment Report (SEMAP), being listed as a "High Performer" agency
- Launches the DHA rebranding initiative for the website, including new logo, colors, tagline, and website
- Awarded an allotment of vouchers from the U.S. Department of Housing and Urban Development under the Veterans Affairs Supportive Housing Program (HUD - VASH) to help in the elimination of veteran homelessness in DuPage County
- Expanded service delivery to program participants by increasing voucher utilization to 100 percent, which maximizes the number of families being assisted.
- Increased the Family Self-Sufficiency (FSS) Program participation by almost 25 percent from the previous year, as well as increased the number of households with escrow accounts by almost 10 percent over the same time period, with total monthly escrow deposits averaging more than a quarter-million dollars.
 - o HUD awarded DHA a \$108,407 grant to support FSS Coordinator funding

DuPage County Election Commission – DISSOLVED JAN. 15, 2019

Policy Reforms

- Amended ethics policy to align with County policy (11/21/13)
 - o Adopted Memorandum of Understanding to share the County's Ethics Commission, Ethics Adviser and Investigator General for enforcement of ethics policy (11/21/13)
 - o Participated in County-sponsored ethics and procurement trainings for appointed officers in 2013
- Amended personnel policy to better align with County policy (5/29/12)
 - o Revised the tobacco, electronic communications and dress code sections of the personnel policy
- Amended procurement policy to align with County policy (6/14/12)
 - o Received staff training from County Procurement Division on proper procurement practices
 - o Reviewed all procurement files to comply with standards
 - o Achieved an initial savings of \$60,000 by taking action to rebid a contract for ballot printing (12/21/12)
 - » Achieved a subsequent savings of \$178,000 per election (primary and general) or approximately \$1.1 million over the life of the contract by going to bid for ballot printing a second time (11/21/13)
 - o Achieved a three-year savings of approximately \$85,000 by rebidding the Commission's legal services contract (2/14/14)
 - o Commission eliminated a contract with a public relations firm at a cost savings of \$36,000 annually
 - o Commission is integrated into County procurement so that procurements are handled by the Procurement Division
 - » Any bid that meets the County threshold for bidding and RFPs is to be handled through the County Procurement Division
 - o Commission consolidated procurement files in their own physical and electronic folder

- o Staff utilizes the Procurement Checklist created by the Procurement Division to ensure required documentation is included
- Eliminated the use of all credit cards
 - o Repealed former policy governing use of credit cards (5/29/12)
- Eliminated cell phone use by Commission staff at a cost savings of \$8,100 in the first year and \$24,300 over three years
 - o Only maintained the temporary phones used by election day staff for reporting purposes
 - o Adopted revisions to travel policy to align with County policy (6/14/12)
 - o Assigned appropriate staff to act as liaison between the Commission and County Finance, IT, HR, and GIS departments

Shared Services Initiatives

- Implemented the following shared service initiatives:
 - o Integrated Commission website into the County website at a first-year savings of \$78,800 and a three-year savings of \$146,400
 - o Started sharing Microsoft enterprise agreement with County IT for service and network upgrades saving \$1,500 in the first year and \$12,000 over the next three years
 - o Eliminated an IT position with integration into the County saving \$93,105 the first year and \$402,400 over three years
 - o Negotiated vote center insurance through the County to improve coverage
 - » Policy dramatically increases coverage and reduces liability exposure for the Commission, the County and taxpayers
 - o Converted to T1 Broadband Service saving \$4,100 over the first year and \$12,300 over the next three years
- Implementing additional shared services with County IT Department:
 - o Utilize HP agreement for hardware purchases
 - o Utilize Verizon contract for pay as you go phone purchases
 - o Transfer ISP lines at voting centers to County IT for management
 - o Transition of internal email system to the County's exchange server
 - o Make use of County "OnBase" document management software
 - o Seeking new agreement for computer repair/maintenance
- Pursued an agreement to have County HR handle all Commission job postings and provide initial candidate vetting
- Reduced office water costs by nearly \$6,000 over three years

- working with County Facilities staff
- Commission staff met with County Grants Coordinator to discuss assistance with new grant identification
- Authorized polling place consolidation to achieve a projected savings of nearly \$1.1 million over four years
 - o Adopted a new analytic approach to staffing vote centers and in April 2013, reduced the number of election judges to 1,717, the fewest number for a county-wide election since 1983
 - o Commission officials reported savings of \$400,000 with its new staffing approach; \$350,000 in warehouse storage space for election equipment; \$80,000 in precinct kits; \$38,500 for polling place insurance; \$115,000 for maintenance of voting equipment; and \$100,000 for transport of election equipment to and from polling places
 - o Polling place consolidation efforts have been aided by the County's GIS system to ensure minimal geographical impacts

Structural Changes

- DuPage County sought legislation in 2018 to consolidate the Election Commission into the County Clerk's Office, which is estimated to save \$300,000
- Reorganization and election of new Commission officers (5/8/12)
- Added building signage to assist with public access to the Board's meeting room
 - o Moved meeting locations to aid in public attendance
 - o Staggered meeting times to make them more convenient for public attendance and not conflict with County Board meetings
- Reformed public comment process to extend time for submission of the Public Comment Form and invite greater participation during meetings and discontinued the use of a public sign-in form
- Meeting documentation is now attached to all agendas and minutes to support Commission actions
- Created interactive PDF documents to link items to agenda for easier document navigation
- DuPage County sought legislation in 2018 to consolidate the Election Commission into the County Clerk's Office, which was estimated to save \$300,000
 - o House Bill 5123 passed the General Assembly and was signed by the Governor (7/23/18)
 - o County Board approved an ordinance consolidating the Election Commission and transferring functions to the County Clerk's Office (1/15/19)

DuPage Water Commission

- Amended ethics policy to align with the County policy (9/20/12)
 - o Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy
- Amended procurement ordinance to increase alignment with the County policy
- Adopted a revised credit card policy to create stronger internal controls governing use
- Updated by-laws to revise the position of treasurer as a paid, non-staff position directly responsible to the Board for oversight functions and reporting of improper expenditures, budgetary errors or accounting irregularities
- Hired a full-time Financial Administrator to complete the fixed asset module
 - o Using In-Code subsidiary ledgers more frequently than in the past, while reducing the number of manual entries
- Improved the Commission website making it easier for the public to navigate and find information
- The County Board Chairman achieved a legislative change effective June 1, 2016, which eliminated more than \$36.5 million in annual sales tax for residents, thereby requiring the Commission to run as a self-sustaining water utility.
- Reduced operational spending in preparation for the sales tax elimination in 2016:
 - o Reorganizing each department for better efficiencies and accountability resulting in a reduction of staffing levels by four FTE's
 - o Realized significant savings by completing projects with in-house workforce which was previously contracted out saving approximately \$300,000
 - o Reduced programmed overtime costs by \$121,000, electrical costs by \$275,000, and reduced health care and fuel costs
 - o Realized additional revenues by resolving outstanding financial issues
- Water Commission officials have significantly reduced interest cost, saving taxpayers nearly \$10 million, through refinancing and aggressively paying down its \$70 million in debt certificates 18 months early
- Demanding accountability and cost clarifications from the City of Chicago for current and future rate modifications
 - o The initial 2012 Mid-Year Report to suburban customers lacked the detailed information as requested by the Water Commission

- o A subsequent addendum was issued upon request to provide detail about specific fund expenditures
- Management continues to monitor cash flow and evaluate financial results on a regular basis
 - o Providing monthly status reports concerning cash positions, operating results, capital expenditures and required reserve levels
 - o Annual audit has and will continue to be given to the Commission's Board upon completion
- Addressed and implemented the recommendations from Auditor and will continue to follow best practice guidelines
- Adopted a Reserve Fund Policy to ensure long-term financial stability, meet ongoing needs, plan for emergencies and ensure an affordable rate structure (1/17/13)
- Commission continues to work with other governmental agencies both within and outside DuPage County to become their water supplier, which helps to keep the Commission's customer water rates low
 - o Approved Intergovernmental Agreement with the Village of Bartlett to become their new water supplier with pipeline and meter station projects completed in May 2019
- Reestablished its credit rating and received a AAA rating in May 2018 for the Commission's remarkable financial turnaround

Emergency Telephone System Board (ETSB)

- Adheres to the County Ethics Ordinance and shares ethics officers with the County for enforcement
- Codified the ETSB bylaws into an Ordinance in 2013, adding representation for municipalities, the County and EMS providers
- Staggered the terms of service for all ETSB members to preserve institutional knowledge and create more stability
- Participated in discussions at the state level on Public Safety Answering Point (PSAP) consolidation
- Consolidated PSAPs in the County from 22 down to three since 2008 saving \$4.5 million annually
- Advocated for surcharge extension by the General Assembly in light of pending sunset provision
- Exploring reduced rates for insurance with the County and shared services with the IT Department
- Integrated a GIS staff position into the County IT Department which assists with data integration and operational efficiency

Fair and Exposition Authority – DISSOLVED JULY 29, 2015

- Amended ethics policy to align with the County policy (6/17/13)
 - o Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (6/17/13)
- Posting meeting agendas and minutes on the County website
- Fair Association leadership delivered a presentation to the Real Estate Assessment Task Force highlighting its planned best utilization of the property and ideas for improvements and provided task force members with a tour of the fairgrounds facilities in 2013
- The DuPage Fair and Exposition Authority was dissolved in 2015 with the approval of Public Act 99-0183 (HB 3747)
 - o The dissolution eliminated an unnecessary, duplicative entity and professional services costs to support its operation
- The Fair Association made significant improvements to its facilities in 2016 and continues reporting to the County's Public Works Committee

Fairview Fire Protection District – DISSOLVED OCT. 3, 2014

- The County Board Chairman, with the advice and consent of the County Board, appointed two new trustees in 2013
- District officials partnered with the County and the Village of Downers Grove to explore models that best serve its residents for provision of Fire and EMS services
- After exploring various options for long-term financial sustainability, trustees engaged District residents to propose the formation of a Special Service Area (SSA) with the Village of Downers Grove to replace the Fairview Fire Protection District
 - o After garnering majority support from residents, the County Board approved a resolution authorizing Downers Grove to begin forming the SSA in the unincorporated area (7/9/13)
 - o Downers Grove held a public hearing on the proposal (10/15/13)
 - o Downers Grove formed the SSA (12/17/13)
- Residents eliminated \$107,000 in past due subsidies owed to the Village of Downers Grove by authorizing the formation of a new SSA funding structure
- After the SSA became operational in 2014, the County Board took steps to dissolve the Fairview Fire Protection District by ordinance, which was eliminated on Oct. 3, 2014
- This action eliminated a unit of government and future administrative costs for trustee compensation, legal counsel, auditing, newspaper publications and other professional services, saving approximately \$9,000 annually or \$27,000 over three years

Glenbard Fire Protection District

- Amended ethics policy to align with County policy (9/10/13)
 - o Approved an intergovernmental agreement to share County ethics officers for enforcement of the ethics policy (9/10/13)
 - o Participate in the County's annual online ethics training
- Created a website to post meeting agenda, minutes, and financial information to increase transparency
- Amended procurement policy to better align with County standards
- Adopted a low fund balance policy which provides adequate reserves to fund operations in alignment with County policy (9/12/12)
- Participated in the DuPage Mayors and Managers Conference (DMMC) Fire Service Stakeholder meetings to represent the interests of paper fire districts in the County

Highland Hills Sanitary District – DISSOLVED JULY 15, 2019

- Approved a new Ethics Ordinance to implement provisions of the State Officials and Employees Ethics Act (11/27/12)
- Created a website to post meeting agendas, minutes and financial information online to increase transparency
- Adopted a credit card policy to tighten controls governing use (3/3/12)
 - o Eliminated one credit card and lowered the credit limit on another card
- Developed a capital replacement program to plan for future infrastructure needs of the District
- Made significant infrastructure improvements to pipes by televising and relining to prevent future deterioration and extend useful life

- Received resources from County to formalize employee job descriptions at the District to better define roles and responsibilities
- Evaluated multi-year water and sewer rates through a detailed costs of service analysis and shared the findings with residents
- Partnering with the County to explore shared services, joint purchasing opportunities and regional lab facilities
- Initiated a joint operations study to examine opportunities for consolidation with neighboring service providers
 - o The report identified an option for District residents to receive Lake Michigan water through DuPage County and sewer services from the Flagg Creek Water Reclamation District
 - o A town hall meeting was held with local residents in the District in November 2016 to provide an overview and answer questions regarding the alternative service option
 - o A mailing was then sent to District homeowners to determine whether they support the alternative service option or if they prefer to have the District continue providing services.
- o Residents voted by a five-to-one margin to receive services from DuPage County
- o With majority support for the service transfer, the County formalized an agreement with the district to transfer services and started providing Lake Michigan water to residents in June 2018
- o District officially dissolved 7/15/19
- Utilized the Highland Hills Sanitary District reserves to complete needed repairs and upgrades to the water and sewer systems within the district
- Completed system upgrades within the district with internal crews, which eliminated the need of a sewer reconditioning charge on customer's bill 10 years early, saving the residents a total of \$357,120 over 10 years
- Improved the overall quality of the district by providing higher-quality Lake Michigan water, enhanced emergency response times, and lowered the cost of utility bills

Lisle-Woodridge Fire Protection District

- Amended ethics policy to align with County policy (3/19/13)
 - o Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (3/19/13)
 - o Participates in the County's annual online ethics training
- Posted the District's procurement policy on its website
- Adopted a fund balance policy while pursuing options to restructure debt in order to supplement pension funding
 - o Current fund balance is maintained at 71 percent of fund balance to expenditure ratio, exceeding the industry's best practices (2/2019)
- Implemented a capital funding plan and formalized a long-term financial plan for the District
- Reduced the District's operational expenditures by \$1.9 million while not filling vacated positions
- Improved the District's overall funding of pension liabilities from 47% to 53% since 2013
- Discussed functional consolidation and regional shared services opportunities with neighboring fire districts
 - o Conceived a partnership with Darien-Woodridge Fire Protection District to operate as a single unit, reducing emergency response times and overtime costs
 - o Extended the functional cooperation intergovernmental agreement with Darien-Woodridge Fire Protection District for an additional five years (9/2018)
- Made revisions to board packets and meeting agendas that provide more detailed information
- Reaffirmed Insurance Service Office (ISO) 1 rating for fire service agency, which represents exemplary public protection
- Played a leadership role in the DMMC Fire Service Stakeholders, which explored regional shared services and functional consolidation across fire service providers
- Outsourced the District's financial administration unit in 2016 to enhance operations and improve efficiency, saving more than \$500,000 annually
- Began working with County GIS to develop an application to map call logs by incident type, which assists the district in data collection and analytics to improve outcomes
- Moody's Investor Services reaffirmed the district's Aa3 rating for the General Obligation Limited Tax Bond, which largely reflects the healthy fund balance and low debt burden of the district, in addition to large tax base (12/2017)

Naperville Fire Protection District

- Amended ethics policy to align with County policy (9/10/11)
 - o Approved an intergovernmental agreement to share County ethics officers for enforcement of the ethics policy
 - o Participates in the County's annual online ethics training
- Addressed and improved FY2012 financial statement disclosures with auditor per County assessment
- Posting meeting agendas, minutes and other documentation online using the County website
- Negotiated a long-term contract with the Naperville and Aurora Fire Departments in order to lock in rates for service, which addresses an issue relative to the vulnerability of unincorporated residents to unpredictable rate increases

North Westmont Fire Protection District – DISSOLVED JUNE 1, 2019

- Posting meeting minutes/agendas and meeting schedules on the County's website to increase transparency
- Partnered with the County and Village of Westmont to explore alternative service options for the District to address annual funding shortfalls and ensure service delivery.
 - o Engaged residents to discuss funding alternatives that ensure service delivery and reduce administrative costs
 - o Surveyed residents to determine support for a Special Service Area (SSA) alternative working with the Village of Westmont
 - o Partnered with the Liberty Park Homeowners Association to ensure that as many residents as possible complete the survey
 - o Mailed residents three times to improve the survey response rate and worked with the homeowners association to engage in a door-to-door effort to maximize resident participation
 - o After receiving resident support, Westmont officials approved the formation of the SSA for fire service
 - o The County Board approved an ordinance to initiate dissolution of the district in April 2018 and voted to dissolve the district in June 2018
 - o The district was officially dissolved in June 2019, saving district residents \$300,000 over five years in funding shortfalls and \$11,000 annually in professional services

Roselle Fire Protection District

- Amended ethics policy to align with County policy (2/25/13)
 - Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (2/25/13)
- Explored service alternatives with other local providers and eventually finalized a new contract for Fire and EMS services with the Village of Roselle that factors in call volume and saved District residents \$270,000 over three years
- Posting meeting agendas and minutes online using the County website
- Participated in the DMMC Fire Service Stakeholders meetings to represent the interests of paper fire protection districts

Salt Creek Sanitary District

- Amended ethics policy to align with County policy (5/14/12)
 - Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (8/19/13)
 - Participated in County-sponsored ethics and procurement trainings for appointed officers
- Amended credit card policy to improve internal controls (5/14/12)
- Created a new website to post information including meeting schedules, agendas, minutes, budget ordinances and staff salaries
- Reduced trustee compensation from \$6,000 to \$4,000 annually, saving taxpayers \$6,000 each year or \$12,000 over three years
- Restructured health insurance policy covering full-time employees resulting in an annual savings of \$27,000
- Eliminated insurance benefits for trustees, saving \$5,000 annually
- Commissioned an independent financial consultant to establish fair and equitable user rates that ensure long-term economic viability
- Increased investment reserves to over 30% since 2012
- Completed payment requirements for 1994 and 1996 loans resulting in a reduction of \$96,500 in annual obligations
- Entered into an agreement with the DuPage River Salt Creek Workgroup to build large-scale water quality improvement projects saving the District over \$300,000 in capital costs
- Engaging in discussions with the Village of Villa Park to identify intergovernmental initiatives and shared service opportunities
- Completed capital improvement projects that improve effluent quality and decrease electricity consumption
- Installed high-efficiency turbo blowers through a DCEO grant which saves \$50,000 in electricity costs annually
- Examination of feasibility for shared service agreements with other local service providers for fuel, refuse disposal and parts cleaning
- Partnered with the County on a professional examination of existing operations which considered alternative service providers
 - The study was released on 9/20/16 and ultimately determined that the District's operational and financial health had improved substantially since 2012 and that it was best positioned to continue providing the services to its residents

West Chicago Fire Protection District

- Amended ethics policy to align with County policy (6/28/12)
 - Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy
 - Participated in County-sponsored ethics and procurement trainings for appointed officers
- Participates in the West Suburban Fire Rescue Alliance with neighboring fire service agencies to improve functional cooperation through establishment of common protocols, joint dispatch and integrated training
 - Data has shown a decrease in incident response times through the collaboration which enhances public safety
 - Exploring further functional consolidation opportunities with the Alliance including administrative and purchasing functions
 - District signed an intergovernmental agreement with the Alliance to share fleet vehicles, which has led to a reduced fleet of one fire engine, one tower, and one ambulance for taxpayer savings in replacement and reduced maintenance costs
- Competitively bid its ambulance and EMS service in 2014 which generated a savings of \$75,000
- Implemented modifications to employee health plans to help control costs
- Replaced a full-time secretary with part-time help saving \$30,000 annually
- Reorganized the department to cut one Deputy Chief position saving \$150,000 annually
- Five new trustees have been appointed by the Chairman and the County Board since 2012

West Chicago Mosquito Abatement District

- Amended ethics policy to align with County policy (8/14/12)
- Amended procurement policy to more closely align with County policy (8/14/12)
- Adopted an ordinance to prohibit the use of credit cards (8/14/12)
- Posting meeting agenda and minutes online using the County website (6/12/12)
- District leadership continues to play a central role in the County's Mosquito Abatement Task Force, which has launched an educational outreach initiative, worked to standardize abatement practices and improve public health protection across the County
- Received discounted pricing from vendor through Milton Township Mosquito Abatement partnership in 2017

Wheaton Sanitary District

- Amended ethics policy to align with County policy (6/12/13)
- Approved an intergovernmental agreement to share County ethics officers for enforcement of ethics policy (11/14/12)
- Participated in County-sponsored ethics and procurement trainings for appointed officers
- Amended credit card policy to improve internal controls (6/12/13)
- Eliminated staff bonuses saving taxpayers nearly \$60,000 over two years
- Conducted an employee salary and benefit analysis to ensure that staff salaries are in line with other public sector sanitary operators
- Working with the County's Department of Transportation through an IGA for fuel purchases (4,000 gallons/year), saving \$800 annually
- Sharing electron microscope and volatile acids/alkalinity equipment with the Downers Grove Sanitary District, saving \$14,400 annually
- Joint purchasing uniforms, rugs, safety supplies and safety training through US Communities, saving \$8,500 annually
- Retained a consultant to evaluate the proposed North Side Interceptor Sewer Project and conduct a rate study to determine the most cost effective method of financing the project with emphasis on minimizing rate increases to residents
 - Held public information sessions to present an overview to residents and get their feedback on the project

- o Exploring low interest borrowing options through the Illinois Clean Water Initiative Fund to lessen project costs
- Pursuing a joint billing program with the City of Wheaton to further improve efficiencies
- Providing periodic reports to the County Public Works Committee on facility operations
- Partnering with the County to explore shared services, joint purchasing opportunities and regional lab facilities
- Two new trustees were appointed by the Chairman and County Board in 2013
- Began collaborating with the Forest Preserve District
- Partnered on the Warrenville Avenue sewer extension to St. Jame's Farm Forest Preserve, which will result in estimated savings totaling \$570,000
- Partnered on the Lincoln Marsh sewer line project, expected to save \$800,000 to the district

Wheaton Mosquito Abatement District

- Amended ethics policy to align with County policy (8/27/12)
- Amended procurement policy to increase alignment with County policy (8/6/12)
- Adopted an ordinance to prohibit the use of credit cards (8/6/12)
- Posting meeting agendas and minutes online using the County website (6/7/12)
- District leadership is playing a central role in the County's Mosquito Abatement Task Force, which has launched an educational outreach initiative, worked to standardize abatement practices and improve public health protection across the County
- Led discussions with mosquito abatement providers in Milton Township in 2016 to better standardize and coordinate services while identifying opportunities for greater efficiency
- Finalized a coordinated services agreement to reduce annual costs by four percent
- Partnered with the County Health Department, Forest Preserve District and the University of Illinois to develop a time, temperature and precipitation model that assist in prediction of West Nile Virus human case counts
- Joined with scientific and vector control experts to discuss with state legislators the threats from vector-borne diseases in Illinois (2019)
- Partnered with Northern Illinois University to evaluate data collected from the 2014 Mosquito Infection Model and tested new, predicted framework for mosquito infection rates (2019)
- Signed an intergovernmental agreement with the City of Wheaton providing for mutual assistance in mosquito control activities (2017)
- Initiated a cooperative effort between Wheaton, West Chicago, Glen Ellyn, and Milton Township programs to coordinate services for optimal control and efficiencies

County ACT Initiative Reforms

- **Appointed Agencies Transparency Portal:** Created an Appointed Agencies Portal on the County website to publicize organizational and financial information pertaining to each County-appointed agency
 - o Each personalized agency page provides public 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
- **SB 541 (P.A. 97-0084):** In July 2011, Governor Quinn signed Senate Bill 541 into law in the County Board Conference room in Wheaton, which required independent taxing bodies to furnish financial and administrative information to the County Board
 - o The DuPage County Board adopted an ordinance requesting certain documentation from 24 specific agencies including: (1) External audits, audited financial statements and Comprehensive Annual Financial Reports; (2) Current fiscal year budgets; (3) Organizational charts, employee rosters, salary information and personnel policies; (4) Ethics policies, procurement and other financial policies; (5) Annual meeting schedules and bylaws as well as other governing documentation
- **SB 494 (P.A. 98-0126):** In May 2013, the Illinois General Assembly approved Senate Bill 494, a landmark piece of legislation which for the first time allowed DuPage County officials to thoughtfully consider the dissolution of a narrow set of County-appointed (non-elected) agencies when determined to be in the best interest of taxpayers
 - o Subsequent legislation has expanded this DuPage model statewide for all counties in Illinois to use
- **Timberlake Estates Sanitary District:** In partnership with the State's Attorney's Office, the County successfully dissolved the Timberlake Estates Sanitary District through a majority petition signed by registered voters that reside within the territory and a final Court order in 2013
- **Mosquito Abatement Task Force:** In partnership with the DuPage County Health Department, the County launched a Mosquito Abatement Task Force in the Spring of 2013 which has developed a public education initiative to protect residents from West Nile Virus and other mosquito borne diseases, examined county-wide abatement practices and promoted greater efficiency encouraging a corner-to-corner model with a single public health standard
- **Ethics Ordinance:** The County Board approved significant revisions to the County's Ethics Ordinance:
 - o Amended the County Ethics Ordinance in June 2012 to allow County appointed agencies to adopt the policy and enter into an intergovernmental agreement for use of the County's Ethics Officer, Ethics Commission and Investigator General
 - o Adopted a second amendment to the County Ethics Ordinance in 2012 to streamline the investigative processes, implement better organization of provisions and improve the compatibility of the policy to other units of government to aid in adoption by appointed bodies
- **Ethics and Procurement Training Seminars for Appointed Officials:** The County Board Chairman and the State's Attorney's Office hosted an Ethics Training Seminar for elected and appointed officials in 2013 to aid in understanding of the ordinance and its regulations
 - o The County's Procurement Services Division held a Procurement Practices Seminar for appointed board members and their staff in 2013
 - o The County's Ethics Commission held a meeting in 2015 where appointed agencies were provided with additional training on the Ethics Ordinance and had an opportunity to ask questions of the Ethics Officers
- **Online Ethics Training:** The County established an online ethics training program for County employees and outside agencies to aid in compliance with the Ethics Ordinance
- **Shared Enforcement:** The County and the City of Aurora signed an intergovernmental agreement to share enforcement mechanisms between their two compatible Ethics Ordinances, which will allow Aurora to utilize the DuPage County Ethics Commission, Ethics Adviser, and Investigator General
- **Transform Illinois Coalition:** To further advance the principles of the ACT Initiative on the regional and statewide level, Chairman Cronin convened a coalition of supporters in 2015 to form Transform Illinois
 - o Transform Illinois is a collaborative of local elected officials, civic organizations and research institutions dedicated to promoting and supporting local government efficiency in Illinois, to improve the delivery of public services
 - o The coalition has built support and advanced legislation aimed

- at promoting shared services, eliminating redundancy and discouraging the creation of new single purpose governments
- o Transform Illinois has held an annual conference since 2015 to highlight its work and award Transformers at the state and local level
- **Budget Management:** Since 2011, the County has taken action to reduce its annual budget by nearly \$44 million from \$477.7 million in FY2011 to \$433.8 million in FY2017, including a total reduction of 45 full-time positions while keeping the property tax levy flat
- **Juvenile Detention Shared Services:** Initiated a shared services agreement with Kane County, closing the DuPage County Juvenile Detention Facility, which has reduced overall costs by \$2.6 million annually since 2012
- **Employee Benefit Reforms:** Restructured DuPage County employee benefits with significant changes to sick and vacation accrual policies and payouts in 2011, which are estimated to save taxpayers \$20 million over 20 years
- **Zoning Hearing Officer Program:** Initiated a Zoning Hearing Officer (ZHO) Program to expedite the review of zoning cases, which saved \$180,000 in its first three years through a reduction in staff overtime, per diems for ZBA members and court reporter costs
- **Liquor Ordinance:** In 2013, the County Board amended its Liquor Ordinance to allow County departments to rely on certifications made by other governmental entities such as fire service agencies. This change is limiting unnecessary and duplicative government inspections which saves time and improves utilization of resources
- **Green Government Council:** Dissolved the Environmental Commission and established a nine member Green Government Council composed of environmental and business experts in July 2013 to assist the County with implementation of the Cool Counties Initiative and sustainability efforts
- **Real Estate Assessment Task Force:** Established a ten member panel of business professionals with expertise in real estate, finance and construction to recommend best use options for the 42 acre tract of County-owned property occupied by the DuPage County Fair under a lease agreement
- **Ad hoc Mass Transit Committee:** Created an ad hoc committee to explore governance and funding options for the regional mass transit system and exhibit leadership in advocating on behalf of DuPage County residents
- **Information Technology Initiatives:**
 - o **Implementation of an Enterprise Resource Planning (ERP) System:** Anticipating a savings of \$9 million over the next 20 years through implementation of the Enterprise Resource Planning (ERP) system which provides County government with state of the art decision making tools to improve operational efficiency, increase staff productivity and further enhance transparency
 - » Implementation of the ERP generates an average annual operating cost savings of \$800,000 for the County
 - o **GIS Technology Initiatives:** County GIS staff held a DuPageMaps GIS training for the Naperville Township Assessors Office in January 2014
 - » Using the new technology and training, the township has been able to shave around 45 minutes off of each parcel inquiry and is integrating the DuPageMaps application with the township assessment website so that the public may query a parcel from either system
 - » The County signed an agreement with Lisle to share GIS services, which is estimated to save \$60,000 annually
 - o **Resource Consolidation:** The County Board took action to consolidate an IT staff position from the DuPage Care Center into the IT Department which further streamlines and strengthens IT support for County employees
 - o **Website Integration:** County IT Integrated the Sheriff's website into the County website at a cost savings of \$30,000
- o **Pictometry Online Cloud Sharing:** The County is sharing its Pictometry Online Cloud based web service with 17 other taxing bodies that can now receive the Oblique Imagery through a GIS viewer at no cost
 - » By using this service, each entity saves taxpayers as much as \$32,000 in imagery costs and another \$2,000 annually for Pictometry Online service costs, for a total savings of \$578,000 with the 17 entities
- o Utilization of IT Data Centers for offsite backups has saved approximately \$12,000 annually for the Forest Preserve District, \$12,000 annually for the Village of Carol Stream, and \$20,000 annually for DuPage County
- o Provides the Election Commission with cyber security services, including firewalls, malware detection, and email threat protection to ensure the integrity of the County's elections
- **Forest Preserve Partnership:** DuPage County has partnered with the Forest Preserve District (FPD) on a variety of initiatives to increase efficiency and reduce costs through shared services and cooperative purchasing
 - o Initiated a shared Adobe Enterprise Agreement which has saved the FPD \$75,000 over the three year contract period
 - o Approved an intergovernmental agreement to share GIS services and data, which has saved the FPD \$126,421 annually in personnel, hardware and software costs
 - o Collaborated on a bid to purchase crushed stone, gravel sand, riprap and other aggregate materials saving the FPD \$29,300 annually
 - o Implemented a cooperative purchasing agreement with the FPD for fuel
 - o County DOT developed a proposal for mutual shared services with the FPD in 2016, including parking lot/access road sweeping and striping, tree pruning, traffic control support, storm sewer/drainage cleaning, path/trail regrading and surfacing, permeable paver maintenance, seal coating, tree assessments and landscape design.
 - o The County provided space for the district to store its backup computer equipment, which saves \$25,000 annually
 - o The County worked with a Forest Preserve District vendor to procure system management software, saving \$19,650 annually
- **Transportation Initiatives:**
 - o **Transit Planning Consolidation:** In 2013, the County's Division of Transportation consolidated planning responsibilities while integrating trail and transit issues into the Division which previously fell under Economic Development and Planning.
 - o **Road Salt Cooperative Purchasing:** Expanded the road salt joint purchasing agreement to include all nine townships and most municipalities, saving thousands of dollars based on low pricing since 2014
 - o **CMAP Regional Truck Permitting Initiative:** Partnering with CMAP to identify improvements to the truck permitting process that enhance the regional economy as the nation's third largest port
 - » This collaborative effort of Cook and the collar counties is evaluating the potential for a one stop shop for truck permits, so that trucking firms may apply, pay and receive their permits from a central location regardless of the jurisdictions that are on a particular route
 - o **Elgin O'Hare Western Access:** The Illinois Tollway committed \$3.1 billion of the \$3.4 billion Elgin O'Hare Western Access project and DuPage County led an effort to secure the \$300 million shortfall
 - o **John Noel Public Transit Conference:** County DOT continues to host an annual public transit conference to discuss funding and governance issues
 - o **Intelligent Transportation System Project:** Completed the first

- project on Army Trail Road and I-355 in 2012 that provides remote capabilities to view signal operations at the interchange and makes signal changes in response to traffic demands
 - o **DuPage Central Signal System:** County DOT is working to implement a Central Sign System that further improves traffic signal coordination, communication and video monitoring on the network and expands the Intelligent Transportation System project
 - o **Electrical Maintenance Cooperative Purchasing:** County DOT included the City of Aurora in its bidding quantities for traffic signal and street light maintenance in 2015, and is also partnering with Carol Stream and Lisle to maintain several traffic lights through an intergovernmental agreement
 - o **Transit Funding:** At the request of the DuPage County Chairman in 2013, the Regional Transportation Authority (RTA) initiated a review of its regional transit funding allocation across the three transit boards (Metra, Pace and CTA), including an analysis of disbursements from the discretionary fund which have historically benefited the CTA
- **Elimination of Elected Official Stipends:** Took action to abolish annual stipends paid to the Chairman (\$6,500) and Secretary (\$3,150) of the Liquor Control Commission, and eliminated the stipend for Supervisor of Safety (\$15,000), saving taxpayers an additional \$24,650 annually
- **Vector Station:** The County completed construction on the first Vector Receiving Station in the State of Illinois which provides an economical and environmentally sound option for municipalities to dispose of their Vector waste collected during municipal storm and waste water operations
 - o This increases efficiency as combined volume disposal from municipalities generates a cost savings and transit time reduction
 - » The facility is utilized by 12 outside entities, including the State of Illinois, various municipalities, and contractors, with additional entities joining annually
 - » The facility saves municipalities an estimated 25 percent in expenses per Vector load, which collectively saves the municipalities approximately \$200,000 over 10 years
 - » DuPage County won the National Association of Counties (NACo) award for County Resiliency for the Vector Station project in 2016
- **Municipal Partnering Initiative:** The County Departments of Transportation, Public Works and Finance met with DuPage Municipal Partnering Initiative (MPI) leaders in 2016 to identify ways to leverage efficiencies
 - o The County developed a list of cooperative purchasing opportunities for municipal use and presented them to the DuPage Mayors and Managers Conference (DMMC)
 - » These cooperative contracts allow local entities to take advantage of County pricing when a vendor checks a box agreeing to extend the terms and pricing
 - » The County Public Works Department recently participated in a joint procurement with DuPage MPI, and found more favorable pricing for its underground sewer lining services, saving \$28,000 in 2016
- **Stormwater Management Initiatives:**
 - o Countywide Water Quality Program: DuPage County Stormwater Management has entered into an intergovernmental agreements with all applicable municipalities and townships to form a countywide water quality program
 - o Created a regional National Pollutant Discharge Elimination System (NPDES) permit in an effort to consolidate Clean Water Act requirements enforced by the Illinois EPA and required permits within DuPage County from 42 down to one, reducing regulatory redundancies
 - o Started the initial step of completing water quality services on behalf of local communities, which saved taxpayers countywide an estimated \$4.4 million annually
 - o Countywide water quality program is saving communities an estimated additional \$1.56 million annually, as well as one-time costs of \$337,881 for illicit discharge monitoring equipment
 - o In total, the countywide program has saved taxpayers an estimated \$6 million annually

ACT Initiative Projected Savings

County Appointed Bodies: \$62,005,220
DuPage County Government: \$75,862,650
Other Local Partners: \$7,451,952
TOTAL PROJECTED SAVINGS: \$145,319,822