

DUPAGE MAYORS AND MANAGERS CONFERENCE
STRATEGIC PLAN 2012-2015
APPROVED: April 18, 2012

SUMMARY OF ANTICIPATED OUTCOMES FOR EACH STRATEGIC PLAN GOAL

GOAL 1.1: ENGAGE MEMBERS

- » All eligible municipalities are members of the Conference
- » Member innovation is encouraged and supported
- » Clear and defined consensus on common goals and priorities is established
- » Member attendance at business meetings measurably increases over the next three years
- » Members are actively involved and participate in Conference meetings and activities
- » Conference supports and advocates an understanding of the challenges faced by and resources available to our communities and their residents due to changing resident demographics

GOAL 2.1: PURSUE PARTNERSHIPS

- » Conference/County relationship is improved
- » A positive relationship with media is established
- » Corporate Partners program generates increased revenue
- » Conference has consistent, effective communication and coordination with the IML, MMC, and COGs.
- » A DMMC priority issue is incorporated as a Metropolitan Mayors Caucus initiative and carried to fulfillment
- » Municipalities in all County Board Districts regularly meet with county and state officials within their district, inviting Conference staff to attend and participate

GOAL 2.2: EDUCATE THE PUBLIC

- » Comprehensive public relations plan is adopted which promotes the Conference, educates the public, and creates awareness of issues and an image that the Conference represents the ideals of good government
- » Public understanding of Conference issues is achieved
- » Public participates by contacting legislators in support of municipal positions

GOAL 3.1: AGGRESSIVE LOBBYING

- » Conference establishes focused lobbying of the County and the State
- » State Legislature adopts Conference legislative priorities
- » Outreach to media and regional partners is more comprehensive
- » Conference regularly contacts legislators outside of legislative session and helps build relationships between members and legislators
- » Conference develops an implementation plan along with the annual LAP

GOAL 3.2: EXPAND INFLUENCE

- » Conference has a reputation among legislators, county officials, the media, members, and other groups as an important and influential voice for municipal issues and a source for reliable information

**DUPAGE MAYORS AND MANAGERS CONFERENCE
STRATEGIC PLAN 2012-2015**

DETAIL OF MEMBER AND STAFF STRATEGIES FOR EACH STRATEGIC PLAN GOAL

MEMBERSHIP

GOAL 1.1: ENGAGE MEMBERS

OUTCOMES

- » All eligible municipalities are members of the Conference
- » Member innovation is encouraged and supported
- » Clear and defined consensus on common goals and priorities is established
- » Member attendance at business meetings in 2012-13 increased by 15% over 2011-12 figures
- » Member attendance at business meetings in 2013-14 increased by 25% over 2011-12 figures
- » Member attendance at business meetings in 2014-15 increased by 35% over 2011-12 figures
- » Members are actively involved and participate in Conference meetings and activities
- » Conference supports and advocates an understanding of the challenges faced by and resources available to our communities and their residents due to changing resident demographics

MEMBER STRATEGIES

- » Each board member invites an inactive member to attend business meetings
- » Acknowledge active members through recognition and rewards
- » Increase the involvement of elected officials
- » Make personal contact with members who are not involved
- » Reach out to inactive members by requesting them to do a specific task
- » Invite non-participating members to a Conference meeting or a committee
- » Reach out to uninvolved mayors to motivate their participation and understand their prior lack of involvement
- » Participate through the Metropolitan Mayors Caucus in issues related to diversity and changing resident demographics

STAFF STRATEGIES

- » Match new and inactive members to specific tasks
- » Develop a page on Conference website to which members can post questions, ideas, and feedback
- » Inform members of the variety of ways they can participate in the Conference
- » Prepare members to participate in Conference activities with specific talking points, relevant statistics, succinct background materials, and focused agendas
- » Identify benchmarks and then measure and report on them
- » Create a training program on a cutting edge topic for seasoned officials
- » Follow-up with members to promote and ensure participation
- » Executive Director, along with Conference leadership, meets with new mayors and managers
- » Create, publicize and seek feedback on a list of meeting and training programs that will motivate member participation
- » Notify all elected/appointed officials and staff of Conference activities
- » Educate the membership on issues affecting the Conference
- » Develop use of social media to more effectively keep members and other partners informed of our efforts and projects
- » Inform members of demographic changes in DuPage municipalities, information on the challenges of serving a changing population, and best practices used by communities to meet these challenges

PARTNERSHIPS

GOAL 2.1: PURSUE PARTNERSHIPS

OUTCOMES

- » Conference/County relationship is improved
- » A positive relationship with media is established
- » Corporate Partners program generates increased revenue
- » Conference has consistent, effective communication and coordination with the Illinois Municipal League, the Metropolitan Mayors Caucus, and the regional Councils of Governments.

- » One Conference priority issue is incorporated as a Metropolitan Mayors Caucus initiative and carried to fulfillment
- » Municipalities in all County Board Districts regularly meet with county and state officials within their district, inviting Conference staff to attend and participate

MEMBER STRATEGIES

- » Promote Conference events and activities
- » Establish relationships with media and participate in two press conferences each year
- » Encourage connections to county and state officials
- » Conduct specific outreach to municipal-friendly county board members and state legislators
- » Continue to be engaged in the issue of water conveyance as needed
- » Initiate meetings of municipal, county, and state officials within their county districts

STAFF STRATEGIES

- » Submit four newspaper articles signed by mayors for the op/ed page each year
- » Strengthen relationships with media and organize two press conferences a year
- » Develop strategies to define regional solutions to problems that enhance Conference credibility
- » Monitor water conveyance planning issues
- » Reach out to councils of government and other organizations to find common issues and work together on mutual goals
- » Recruit additional Corporate Partners
- » Work with the Local Government Caucus in the Legislature
- » Work with leaders of the Metropolitan Mayors Caucus and Illinois Municipal League
- » Identify mayors willing to be active in the Illinois Municipal League
- » Assist municipalities in their facilitation and organization of district meetings

GOAL 2.2: EDUCATE THE PUBLIC

OUTCOMES

- » Comprehensive public relations plan is adopted which promotes the Conference, educates the public, and creates awareness of issues and an image that the Conference represents the ideals of good government
- » Public understanding of Conference issues is achieved
- » Public participates by contacting legislators in support of municipal positions

MEMBER STRATEGIES

- » Participate in forums which educate the public on legislative issues
- » Use local cable access, municipal newsletters, and other available tools to communicate Conference information and positions to residents and businesses
- » Participate in press conferences, editorial board meetings, interviews, etc. to convey Conference message

STAFF STRATEGIES

- » Implement, evaluate and update public relations plan
- » Integrate the public relations plan into regular Conference operations
- » Determine initial public relations strategy, staffing, and budget commitments incorporating both in-house and outside consultant efforts
- » Assess in-house knowledge and capacity for public relations
- » Monitor all activities of public relations consultant, when pertinent
- » Facilitate board participation in the implementation of public relations plan
- » Provide information and data to municipal officials so they can engage residents to support good government
- » Develop tools for municipal officials to conduct public education on legislative, regulatory, planning, land use, and other issues
- » Develop white papers supporting Conference positions and widely disseminate them
- » Continue to show how unfunded state mandates, especially pension costs and benefit increases, lead to tax increases and undermine the financial stability of municipalities
- » Provide Talking Points for members to use when discussing specific issues with the media or the public.

INFLUENCE

GOAL 3.1: AGGRESSIVE LOBBYING

OUTCOMES

- » Conference establishes focused lobbying of the County and the State
- » State Legislature adopts Conference legislative priorities
- » Outreach to media and regional partners is more comprehensive
- » Conference regularly contacts legislators outside of legislative session and helps build relationships between members and legislators
- » Legislative Committee recommends to the Board of Directors an implementation plan along with the annual Legislative Action Program (LAP)

MEMBER STRATEGIES

- » Attend preparatory meetings with lobby teams on specific issues
- » Participate in frequent trips to Springfield. Each community will designate at least one representative to travel to Springfield to lobby state legislators at least once per year
- » Convene and actively participate in meetings with County and State officials in each County Board District on a regular basis.
- » Respond to DMMC Action Calls, and follow up with DMMC staff after communication with County, State, or federal officials
- » Advocate for the priorities outlined in the Legislative Action Program and other priority issues that arise during each legislative session
- » Exert pressure on legislators to sponsor, support, and solicit support from other legislators in order to secure passage of priorities in the DMMC Legislative Action Program
- » All Board of Directors mayors will attend legislative session at least one time each year, and all Board of Directors mayors and managers will attend at least one County Board meeting each year
- » Each member municipality's mayor will commit to attending one County Board meeting each year. Mayors are encouraged to bring managers to these meetings
- » When opposing legislation, members will endeavor to present alternative means to achieve the underlying goal

STAFF STRATEGIES

- » Through Legislative Committee, recommend annual Legislative Action Program with priorities and implementation plan to Board of Directors
- » Coordinate preparatory meetings with teams of members to lobby on specific issues
- » Schedule and organize frequent trips to Springfield
- » Continue strong technical support on complex issues
- » Encourage members to contact and engage legislators
- » Prepare first time participants for lobbying efforts
- » Provide simple and effective messages for the media about complex and difficult legislative issues
- » Implement an orchestrated public relations campaign to promote the DMMC Legislative Action Program
- » Increase lobbying capacity using staff and/or contractual services
- » Maintain a Legislative Scorecard on important and continuing issues for both the State Legislature and the County Board
- » Develop position papers on current issues affecting the Conference

GOAL 3.2: EXPAND INFLUENCE

OUTCOMES

- » The Conference has a reputation among legislators, county officials, the media, members, and other regional and municipal groups as an important and influential voice for municipal issues and a source for reliable information

MEMBER STRATEGIES

- » Continue participation and encourage leadership in the Metropolitan Mayors Caucus, including a succession plan for Conference representatives to the Caucus Executive Board
- » Continue participation and encourage leadership in the Chicago Metropolitan Agency for Planning, including representation by a current mayor on the CMAP Governing Board
- » Mayors become more politically involved by encouraging municipal candidates to run for county, state, and federal offices and supporting their campaigns
- » Influence Illinois Municipal League (IML) legislative agenda by encouraging active leadership in the IML, including consistent DMMC representation on the IML Board of Directors and IML Legislative Committee

- » Elected officials support state legislators who support Conference legislative priorities and positions
- » Educate the public about the Transit Plan and the cost effective benefits of taking transit
- » Commit to focusing Conference resources on the issues that we can influence
- » Nominating Committee to monitor and make recommendations regarding Conference and DuPage representation on regional entities, including but not limited to: CMAP, ETSB, RTA, Metra, Pace, DuPage Water Commission, and County Stormwater Committee

STAFF STRATEGIES

- » Strengthen relationships with partner organizations including but not limited to IML, MMC, and other COGs
- » Increase the number of seminars and social events and invite regional leaders to attend
- » Share our expertise (i.e. development of a Transit Plan, Surface Transportation Program Methodology, etc.) with our partners
- » Update the DuPage Area Transit Plan ensuring regional stakeholder buy-in, securing funding sources, and developing implementation goals
- » Provide more information on public transportation opportunities to the public through members
- » Explore use of social media and propose policy and action steps to Board of Directors
- » Conduct public relations on Conference legislative priorities by providing information to members for release on local cable channels
- » Increase Conference contact with County and State government officials
- » Communicate complex utility and other regulatory issues to members and other agencies with technical accuracy and in a manner usable by lay-persons.