
DUPAGE MAYORS AND MANAGERS CONFERENCE STRATEGIC PLAN 2015-2018

Approved by the full Conference membership on March 18, 2015

Executive Summary

The DuPage Mayors and Managers Conference (DMMC) held a strategic planning workshop on Saturday, October 18, 2014 at the Hilton Lisle/Naperville. A broad representation of members and staff participated in a facilitated six-hour session which yielded the outline for a draft strategic plan for a three-year period from 2015 to 2018.

The planning process involved both small group work and full group discussion. Group work included:

- Review of the organization's strengths, weaknesses, opportunities, and threats (SWOT analysis)
- Identification of major challenges confronting the organization
- Prioritization of issues and effort
- Establishment of desired outcomes represented by key outcome indicators (KOIs) and measureable targets

To ensure effective follow through, the staff and various committees met to review the priorities and KOIs, and develop a set of strategic initiatives for each priority. The initiatives are the projects and programs necessary to achieve the outcomes identified.

The draft plan was approved by the DMMC Board of Directors on March 18, 2015. The final DMMC Strategic Plan consists of a set of four strategic priorities that were deemed to be the highest priority issues for members over the next three years, a series of key outcome indicators, and a set of strategic initiatives that specifically lay out the actions necessary to achieve the intended outcomes.

DMMC - Strategic Plan Summary 2015-2018

Strategic Priority	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Effective Advocacy	Legislative Objectives	Annual targeted legislative objectives achieved	<ol style="list-style-type: none"> 1. Identify legislator's positions on DMMC priority legislative issues. 2. Succeed in passage or blocking of bills on which DMMC has a position and which receive final action. 3. Secure final action or establish a plan and timetable for final action on all DMMC initiatives. 4. Secure approval and implement new bylaws. 5. Tweet all DMMC legislative positions when approved. 6. Communicate all DMMC legislative positions to the appropriate legislative staff member in Springfield. 7. Hold press conference during large group Springfield Drive Downs. 8. Hold Editorial Board meeting with at least one Springfield-based news agency during large group Springfield Drive Downs. 9. Provide at least 7 Drop-ins for member newsletters to inform residents on a legislative position. 10. Hold Editorial Board meetings with local news agencies on legislative priorities. 11. Secure publication of letters to editor, op-ed columns, or favorable editorials.....
	Alignment with members priorities	DMMC positions reflect members' positions and priorities	
	External Awareness	Legislators and other organizations demonstrate awareness of DMMC positions	
Value to Members	Financial benefits of membership	Demonstrate examples of cost savings achieved via leveraging collective knowledge/efforts	<ol style="list-style-type: none"> 1. By the end of FY 17-18, save \$1 million for collective membership. 2. Staff will identify and communicate to members grant and funding opportunities. 3. Beginning in FY 15-16, use Revenue Survey to annually track grant and funding recipients. 4. Create and conduct an annual member survey to measure Conference effectiveness and member satisfaction. Create a plan to improve member satisfaction based on member responses and present the plan at the appropriate Committee. 5. Increase member participation (participation measured as attendance at any DMMC-related event or meeting, both those directly hosted by DMMC and those in which we collaborate with others, such as CMAP or MMC meetings, or attending City Club Policy Forums). 6. Achieve 100% membership in DMMC of DuPage communities with majority of area in DuPage. 7. Create opportunities for members to build relationships with legislators and other parties (i.e. Fire Chiefs, County Board, etc.). 8. Identify meetings or projects that a community does not have to undertake because staff or an individual member does so and represents DMMC or shares meeting information with members. 9. In addition to Business meetings, provide members with educational experiences/forums/learning materials.
	Funding opportunities	Highlight grant and funding opportunities through membership	
	Member satisfaction	Member satisfaction measured and strategy to increase in place	
	Member participation	Increase membership and member participation	
	Collaborative Benefits	Highlight collaborative benefits available via networking/education /exponential staff	

Strategic Priority	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Managing Resources	Annual budget	Program budget in place and linked to strategic priorities	<ol style="list-style-type: none"> 1. Staff to develop issues/areas that allow for partnering of resource opportunities. 2. By FY 17-18, staff to increase Corporate Partner Revenue to at least \$33,075. 3. Staff and Budget Operations Committee will change to Programming Budget Style by the end of FY 17-18. 4. Explore opportunities to share facilities.
	Membership dues	Annual dues are maintained at or less than CPI	
Collaboration to Leverage Assets	Alignment with other COGs	A matrix of all positions in place and updated	<ol style="list-style-type: none"> 1. Identify COGs and external groups (i.e. counties, CMAP, transportation agencies, etc.) to be included and obtain a list of legislative priorities for matrix. Create matrix, identifying common interests/priorities and share this information among members and other entities. 2. Invite representatives at neighboring COGs to DMMC meetings. 3. Reach out to likeminded entities to collaborate on the creation of press releases on mutual priorities with tasks for each assigned. 4. Invite others COGs to engage in operational collaboration for purposes of cost savings. 5. Create a Technology Committee to determine the format, content for the website. 6. Create download exchange with different subjects to cover on website for information/collaboration. 7. Have municipalities share documents and plans on a variety of different topics that other municipalities may find useful. 8. Implement an online option by which members can trigger an email blast request for documents from other municipalities. Fulfill requests with at least 3 documents and within 5 days of posting.
	Collaborate w/ other COGs and groups	Yearly increasing number of measurable joint efforts	
	Information shared within DMMC	A mechanism in place to share information among DMMC members	

DMMC Strategic Planning Process

Overview

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the Conference answers four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

The DMMC Board of Directors determined that a one-day workshop would be held to develop a strategy for the three-year period 2015-2018. Craig Rapp, Senior Advisor with the Center for Governmental Studies and at NIU and Craig Rapp, LLC was retained to design and facilitate the workshop.

Reviewing the Environment, Setting Strategic Priorities

The first step in the process was a review of the current environment via a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis; a process that examines the organization's internal strengths and weaknesses as well as the opportunities and threats in the external environment. A SWOT questionnaire was distributed in advance of the workshop to all members. The SWOT results were evaluated using a small group process at the workshop. Between the SWOT questionnaire and workshop attendance, 100% of DMMC member municipalities participated in this strategic planning process. The following were the most frequently mentioned characteristics in each area:

STRENGTHS

- Strong voice because of our collective strength
- Dedicated, professional, knowledgeable staff
- Combined collective diverse resources
- Recognition of the strength of common interests
- Well-respected; reputation as knowledgeable and credible on local and regional issues
- Cultivates relationships through participation and outreach

WEAKNESSES

- Lack of member participation
- Not listened to in Springfield
- Differing viewpoints
- Lack of staff resources
- Inability to prove organizational value

OPPORTUNITIES

- Information – harnessing and leveraging (outside); communication (within)
- Partnerships/collaboration
- Leadership – internally; externally
- Advocacy
- Innovation/initiatives

THREATS

- Springfield – influence
- Sustainability – leadership change; apathy; value/ROI; municipal financial challenges
- Process/response – timeliness, use of technology
- Parochial positions on issues – internal membership
- Collaboration/regional partnerships

The group then engaged in an exercise using the summarized SWOT data. They compared strengths with opportunities and weaknesses with threats to determine which opportunities would maximize strengths and which weaknesses would be exacerbated by threats. This effort helped to crystalize the current challenges and opportunities facing the Conference shown below:

STRATEGIC CHALLENGES/OPPORTUNITIES

- Advocacy/Education
- Collaboration
- Managing resources
- ROI/Value
- Issue prioritization – common interest agenda
- Springfield/Legislature
- Member participation

Once the current challenges and opportunities were identified, the group discussed the issues that were most important for the next three years. From that discussion, a set of four Strategic Priorities was established.

The **Strategic Priorities** are:

- 1. Effective Advocacy*
- 2. Value to Members*
- 3. Managing Resources*
- 4. Collaboration to Leverage Assets*

Determining Success – Defining the Key Outcome Indicators

After identifying strategic priorities, the group focused on developing a set of Key Outcome Indicators (KOIs). The KOIs provide organizational focus by establishing a limited set of desired measurable outcomes and performance targets for each strategic priority. The alignment created between KOIs and Strategic Priorities is important, not only for clarity but also for maintaining disciplined focus on the desired results.

Key Outcome Indicators by priority are:

- 1. Effective Advocacy*

Key Outcome Indicator: Legislative objectives; **Target:** Annual targeted objectives achieved

Key Outcome Indicator: Alignment with member priorities; **Target:** DMMC positions reflect member priorities and positions

Key Outcome Indicator: External awareness; **Target:** Demonstrated awareness of DMMC positions by legislators and other organizations

2. *Value to Members*

Key Outcome Indicator: Financial benefits of membership; **Target:** Demonstrate examples of cost savings achieved via leveraging collective knowledge/efforts

Key Outcome Indicator: Funding Opportunities; **Target:** Highlight grant and funding opportunities through membership

Key Outcome Indicator: Member satisfaction; **Target:** Member satisfaction measured and a strategy to improve in place

Key Outcome Indicator: Collaborative Benefits; **Target:** Highlight collaborative benefits available via networking/education/exponential staff

3. *Managing Resources*

Key Outcome Indicator: Annual budget; **Target:** Program budget in place, linked to strategic priorities

Key Outcome Indicator: Membership dues; **Target:** Annual dues are maintained at current rates or increased by less than the CPI

4. *Collaboration to Leverage Assets*

Key Outcome Indicator: Alignment with other COGs; **Target:** A matrix of all positions is in place and updated regularly

Key Outcome Indicator: Co-sponsorship with other COGs **Target:** Yearly increasing number of measurable joint efforts

Key Outcome Indicator: Information shared within DMMC **Target:** A mechanism in place to share information amongst DMMC members

Implementing the Vision – Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the KOIs, it is necessary to have a focused set of actions including detailed implementation steps to guide organizational efforts. DMMC accomplishes this through strategic initiatives supporting each priority. Strategic initiatives are broadly described but narrowly focused activities aligned with priorities and targeted to the achievement of outcomes expressed in the KOIs.

At the workshop, the group identified an initial list of initiatives for each strategic priority listed below. Over the past few months, the staff and the Board, through various committees, refined the initiatives with the development of detailed action steps necessary to implement them. Those plans are included in Appendix VI:

1. *Effective Advocacy*

- A. Annual Targeted Legislative Objectives are Achieved
 - 1. Succeed in advancing or blocking legislation in accordance with DMMC positions on 75% of bills on which a position is taken during session
 - 2. For each DMMC initiative, either:
 - a. achieve passage into law during legislation session,
 - b. review reasons for non-passage with the Board of Directors and establish a plan and timeline for passage, or
 - c. review reasons for non-passage with the Board of Directors and remove issue from DMMC priorities.
 - 3. DMMC lobbyist to attend at least one Board of Directors meeting each spring session to discuss and reach agreement on expectations for each DMMC initiative and legislative priority.

- B. Demonstrate legislators' and other organizations' awareness of DMMC positions
 - 1. Continue regular meetings of mayors and legislators in DuPage.
 - 2. Modify Legislative Update to enhance member education on all issues on which DMMC has taken a position and to empower DMMC members to discuss issues with the public or the media.
 - 3. Issue legislative drop-ins for member newsletters for all priority legislative issues.
 - 4. Directly communicate all DMMC positions to legislative staff.
 - 5. Consistently file DMMC witness slips on all bills on which DMMC has taken a position, and update each time a bill is rescheduled for a committee hearing.
 - 6. Tweet DMMC position on every bill on which DMMC has taken a position and establish and consistently use a hashtag to indicate each entry is a DMMC legislative position.
 - 7. Conduct at least one local and one Springfield press conference
 - 8. Report to Board of Directors each April on meetings with stakeholders for each DMMC legislative initiative and each active DMMC priority legislative issue.
 - 9. Meet with each DuPage-area legislator at least twice per spring session for general discussion of DMMC positions on all active legislation.

- C. DMMC positions reflect members' priorities and positions
 - 1. Secure passage of and implement amended DMMC bylaws.

2. *Value to Members*

A. Financial Benefits of Membership

1. Cost decrease achieved through leveraging of collective knowledge/experiences
2. Report concrete examples of cost decrease or revenue increases
3. Save \$1 million over 3 years for collective membership through: demonstrating opportunities for large grant funding; provide opportunities to build relationships with legislators and other officials, etc. (ex. facilitate Intergovernmental-Planning Committee meeting with Fire Chiefs); demonstrate efficiency and fiscal responsibility with staff, facilities, best practices, keeping dues the same or decreasing them, raising or saving money, shared resources; improve the value statement to provide more concrete examples of savings per individual towns
4. Improve the website and drive people to the site
5. Have DMMC act as a clearinghouse of best innovations or practices; determine how many implemented a best practice/innovation

B. Funding Opportunities

1. Highlight grant and funding opportunities made available through DMMC membership
2. Report out grant opportunities
3. Craig: a certain amount of in new grants achieved by 2018

C. Member Satisfaction

1. Member satisfaction measured and put in strategy to increase satisfaction
2. Conduct annual member survey to measure satisfaction
3. Have plan to improve member satisfaction
4. Effectiveness survey
5. Measure member attendance in different ways, i.e. participation at dinner meetings, meetings with elected officials
6. Achieve 100% membership of DuPage communities
7. Instill outrage so non-members are asking their leaders why they aren't part of DMMC

D. Celebrate collaborative benefits

1. Networking/education/exponential staff (aka shared resources)
2. Identify 3-5 projects per year that a community does not have to undertake by leveraging collective knowledge, i.e. member and staff representation on commission, working groups, IML, etc. (know a member will be at a meeting so others don't have to go)

3. *Managing Resources*

A. Keep Membership dues to increases no more than the CPI

1. Staff to develop 3 issues/areas in FY 15-16 that allow for partnering of resource opportunities. Staff will develop three different issues/areas in FY 16-17 and FY 17-18.
2. Staff to maintain Corporate Partner revenue at \$30,000 in FY 15-16. Staff to increase this revenue by 5% in FY 16-17 and FY 17-18.

B. Change to Programming Budget style

1. In FY 15-16, staff and Budget and Operations Committee will create Program Budget for FY 16-17.
2. In FY 16-17, Budget and Operations Committee to perform annual review/vetting of budget style.
3. In FY 17-18, Staff and Committee to have budget aligned with Strategic Plan priorities.

4. *Collaboration to Leverage Assets*

- A. Action steps to put together alignment Matrix
 1. Identify all COGs and external groups to be included (all 9)
 2. Obtain a list of legislative priorities for matrix
 3. Create matrix
 4. Identify common interests/priorities within first year of plan implementation
 5. Share information amongst DMMC members and other entities

- B. Reach out to like-minded entities to collaborate/co-brand/co-sponsor on mutual priorities, and press releases
 1. Invite representatives at neighboring COGs to DMMC meetings.
 2. Collaborate and assign tasks for COGS to focus on.
 3. Document this.

- C. Create expanded intranet within website
 1. Create forum with different subjects to cover on website for information/collaboration
 2. Municipalities post the information
 3. Email blasts asking for something like Economic Development plan. People then post these to the website.

Strategic Planning Participants

The Strategic Plan was developed with the hard work and dedication of many individuals. The members each provided information from their communities by completing a SWOT questionnaire. The staff worked hard to design a process and ensure that all members had a meaningful voice. Finally, a group of twenty-five members participated in the workshop on October 18. Those participants are listed below.

Strategic Planning Participants

Martin Tully	Village of Downers Grove	<i>President</i>
Gayle Smolinski	Village of Roselle	<i>Vice President</i>
Joseph Block	Village of Addison	
Joseph Breinig	Village of Carol Stream	
Joe Broda	Village of Lisle	
Judy Brodhead	City of Naperville	
David Brummel	City of Warrenville	
Deborah Bullwinkel	Village of Villa Park	
Steve Chirico	City of Naperville	

Franco Coladipietro	Village of Bloomingdale
Gina Cunningham	Village of Woodridge
David Fieldman	Village of Downers Grove
Jim Grabowski	City of Elmhurst
Gopal Lalmalani	Village of Oak Brook
Stephen May	Village of Westmont
Jeffrey O'Dell	Village of Roselle
Jeff Pruyn	Village of Itasca
Nunzio Pulice	City of Wood Dale
Kathleen Rush	Village of Woodridge
Erik Spande	Village of Winfield
Steven Stricker	Village of Burr Ridge
Evan Teich	Village of Itasca
Frank Trilla	Village of Willowbrook
Rich Veenstra	Village of Addison
Kevin Wallace	Village of Bartlett

DMMC Staff

Mark Baloga	<i>Executive Director</i>
Suzette Quintell	<i>Deputy Executive Director</i>
Mike Albin	<i>Transportation Project Manager</i>
Kate Buggy	<i>Policy Analyst</i>

APPENDICES

SWOT Analysis Data

In order to clarify the strategic challenges confronting the community, the Board and staff conducted a review of the current operating environment using a SWOT analysis methodology.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The internal strengths and weaknesses and the external opportunities and threats were assessed. This was done in two parts: (1) in advance of the workshop, all invited were asked to complete a SWOT questionnaire; and (2) the group participated in a facilitated process that used the questionnaire results as the basis for analysis and decision-making.

The following Appendices contain the complete information contained in the questionnaire responses

APPENDIX I

SWOT Results – Strengths

- Allowing individual communities a greater voice in participating with concerns that are regional in nature or can only be addressed cooperatively with neighbors/region.
- The ability to get the latest information on pending legislation to municipalities
- Very organized; very professional; well established
- Strong participation by its members
- A reliable source for information gathering for use by municipalities
- Because of its accomplishments, the Conference is held in high regard in government arenas. Staff is also a great strength.
- Advocacy and collaboration for communities in DuPage County.
- Strength in numbers, ability to have a collective voice.
- Legislative Updates covering events of interest to our members.
- The sharing of costs and resources towards developing franchise and other agreements of interest to members.
- Members have common purpose
- Strong management team
- Experience/Leadership on Executive Board
- Membership (knowledge, political acumen, contacts, etc.)
- Staff (dedication, experience, etc.)
- I feel that the Staff is very qualified and helpful.
- High level of engagement of many of the members
- Reasonable representation by both staff and elected officials, providing a balanced perspective
- Speaking as a single voice for the common good of all municipalities. E.g. Mayors working together on the Elgin-O'Hare Western Access Tollway project, and Mayors participating in partnering with DuPage County on the Joint Count/Municipal Intergovernmental Committee.
- The diversity and camaraderie of its membership.
- Its employees and their commitment to the membership
- Their ability to heard cats
- High quality staff
- Continuity in staffing
- Dedication and involvement of members

- A diverse Board of Directors comprised of elected and appointed staff officials
- An Executive Director committed to working with the membership to position the conference as a leader of area council of governments
- Active and engaged members willing to commit time and effort to advance the organization's mission.
- Resources – members have the ability to contribute monetary resources to support the conference
- Common interests and concerns regarding DuPage County (all live in the same area)
- Strong technical abilities of DMMC staff.
- Reputation as a knowledgeable and credible source of information and research on local and regional issues; well-respected.
- Its employees – very organized – clear goals and knowledge of subject matter and processes.
- Member participation during meetings and Springfield trips.
- The professionalism, knowledge and skills of the DMMC staff.
- The experience, knowledge, and skills of the elected and appointed officials that represent the membership.
- The reputation of DMMC that garners respect from other governmental agencies at the local and state levels and opens the door to cooperation.
- The positive relationships with the other COGs, other intergovernmental agencies (CMAP, MMC) and the state legislators that enhances DMMC leadership with those entities and political representatives.
- Its unique mission – DMMC speaks for the municipalities, which is particularly valuable when a single municipality can't address an issue on its own. It is the embodiment of the “unite we stand” or “we are stronger together”.
- Its resources – it essentially has access to the knowledge, experience, training/education, and talents of the staff of their members.
- Our Human Resources at “Staff” & Membership
- Unified voice for municipalities in region and in Illinois
- Learning opportunities for mayors and managers
- Pooled resources for messaging
- DMMC staff updates - information on other units of government and initiatives
- DMMC has a voice in regional planning institutions (such as CMAP)
- Have the ability to have voice heard when unified on important municipal initiatives
- It is known as a trusted resource and place of assembly for municipal concerns.
- Legislative understanding
- Opportunity to mobilize large groups for municipal purposes

- It has potential
- It connects, and builds relationships among municipal members on like issues.
- Its ability to inform and educate its members and the public on issues
- Maintaining its preeminent position as a recognized authority on public policy issues affecting municipalities and the metro region
- Coordinating the talents, skills and abilities of its members
- Consistently acting in unison, with one voice
- Well managed organization
- Collaboration to solve common problems
- Quality and timeliness of legislative updates
- Networking opportunities
- Name recognition
- Staff
- Resource for municipalities
- The strength is in providing a united front on policy issues that impact municipalities to the county, state and federal levels.
- The Conference does a very good job of informing its constituency on issues that might adversely impact them and championing causes on behalf of its members.
- Well trained staff
- Communication on Legislative Actions during the Spring Session and Veto Sessions including timely action alerts, succinct weekly summaries of bills of interest
- Ability to mobilize communities to develop annual legislative agenda
- Success in marketing approved legislative positions within member communities
- Offers a venue and opportunity for Municipalities of DuPage County to speak with one voice
- Administration of Surface Transportation Grant Program - non-political, based on merits of projects
- Responsiveness to municipal staff
- Technical assistance on water/stormwater
- Ability to disseminate information on common issues (i.e. concealed carry and medical marijuana)
- Receptive to changes and help

APPENDIX II

SWOT Results – Weaknesses

- Similar to most COGs, the inability to address all that is being asked
- Bombarding Springfield with too many legislative items. Focus on one or two. When everything is important; nothing is important.
- When DMMC takes a position that is contrary to some members. In such situations, the DMMC should remain neutral
- Clout limited
- Lack of participation
- Apathy of some members
- Public Relations (ability to influence reporting or bring stories to the press)
- Illinois Municipal League
- There are times issues are too jurisdiction specific, or specific to a certain segment of jurisdictions for DMMC to focus on them. While DMMC often has the expertise on those issues, it typically doesn't work on items that are not useful to a broad audience. This is particularly true when different members are on different sides of an issue.
- I also think that DMMC could work more closely with other COGs on certain issues. You may already be doing this, but I haven't been made aware of efforts in these areas. Joint training or research on certain subjects could be a good idea.
- We need more Mayor involvement in DMMC's legislative efforts.
- Size of the organization is quite small
- Too many disparate view points and issues
- Not well funded
- Resources: difficult to cover the scope of activities and issues.
- Inability to speak with one voice for all members. Inability to respond/react in timely manner to Springfield.
- Disconnect between DMMC, mayors, and managers with elected boards, either due to communication, disinterest, or competing interests. Some elected officials may feel they are not part of the club.
- Greater member participation besides the core group of mayors and managers that continue to serve the conference in various leadership positions
- A staff spread too thin to successfully carry out the goals and objectives of the conference
- Members only willing to go so far on some issues; sometimes unwillingness to ruffle feathers (or ruffle them enough) to achieve success.

- Exposure/PR – the agency doesn't do enough to promote its accomplishments to the general public. As a result, there are many that don't know about the agency and how it improves their quality of life.
- Personalities/egos of members and impact on the ability to cooperate/work together.
- Legislative performance – I do not believe we are listened to in Springfield. Legislators hear us, but they don't listen.
- Tenure/institutional knowledge – leadership changes annually. This can impact success on multi-year initiatives.
- Member participation – some members do not participate.
- Employee turnover of a small organization.
- Reduced involvement by member elected officials and managers.
- Inadequate financial resources to accomplish the program and service level expectations of the membership
- A large workload = programs, services, and meetings with a very small staff.
- I see our weakness in the fact that we cannot influence Legislators unless we create a PAC or unify in our support and instituted a method to actually use our influence to its best value.
- Difficulties in getting message heard in Springfield (especially) vs better funded and organized groups
- Less participation of some communities
- Challenge to show 'value' to communities in DuPage County
- Outreach to similar organizations modest (but growing)
- Perhaps the group can be more unified on an issue/s even if it is not important to all members. Calling on other communities in times of need can be improved.
- It suffers from a lack of staff resources – not just people (hands on deck), but an understanding of municipal operations and concerns. Some of the staff are just weak in their execution.
- There is a lack of follow up on issues (until closure) unless they are being constantly pushed by the municipalities to keep after something they are supposed to be doing (i.e. they have already moved onto the next fire).
- There are a lot of us, and a small number of staff to support the multitude of issues that affect us regionally. (see above) Issues get lost.
- Sometimes, individual municipalities, who have individual interests, who are on the Board, steer staff actions/activities, taking away from regional interests. There is no governor to this influence and it rises and falls with each and every Board of Directors.
- The lack of clear action planning/strategy.
- there is regular turnover of elected officials and newly elected officials seem overwhelmed and not willing to contribute time/energy to a regional group leaving the governance and participation in DMMC to a smaller and smaller cadre of individuals.

- Operating with a strategic plan that was assembled by a small group of individuals and not representing the entirety of the organization.
- Its staff being spread too thin to accomplish the tasks assigned and thrust upon them by circumstance
- Monthly sessions/training opportunities at meetings lack interest; seems like there is always meeting of one group or another (outside of DMMC)-IAMMA, Metro Managers, ILCMA, IML, etc.
- Most committee and other small group meetings are in Oak Brook which takes a 2-4 hour chunk out of the middle of your day (with drive time)
- Adequate funding
- Limited ability to influence major state issues
- Broad based involvement of members
- Using old methods to address problems such as letter writing campaigns in opposition to legislation. The conference needs to become more sophisticated and engage the general population and not just the representatives in Congress or Springfield.
- Lack of continual presence in Springfield. Annual bus trip effectiveness varies greatly from year to year.
- Division between Home-Rule and Non-Home Rule Member Communities with respect to priority actions
- Ability to speak as one voice when there are differing opinions on issues
- Administrative processes (accounting)
- Meeting management
- Committee make-up that blends elected and appointed officials, especially with technical subject matter, can lead to confusion over roles, responsibilities and power dynamics.

APPENDIX III

SWOT Results – Opportunities

- To create a greater information sharing network with other COGs and agencies of similar interest
- To take further advantage of all the municipalities' extensive knowledge in assisting the organization
- To place the strength of the county's population/voters behind the message
- If indeed a new Governor is elected, perhaps there will be positive change. That will help all the towns.
- Continue to seek participation and leadership from Mayors and Managers. Build on lobbying successes on key issues. Continue support of EOWA. Consider new legislative options for O'Hare noise relief.
- To become a recognized and trusted voice for municipal government in Springfield
- The potential to leverage partnerships (metropolitan Mayors Caucus, DuPage Fire Chiefs, etc.)
- Potential for meaningful change in leadership at the IML
- I think the Conference can continue to be conduit for information. The demand for quick information has never been greater and I always find DMMC's response to issue to be quick. I think the Manager's committee has real potential on certain research issues as they arise. I think DMMC can continue to be used to greater effect for the identification of best practices in various areas.
- Leadership on the Metro Mayors Caucus and CMAP. IML doesn't capture all our issues, we should urge the MMC to be more politically active.
- DMMC should take the lead on coordinating municipal lobbyists, perhaps with meetings each June and November, involving the lobbyists, Mayors, and COG directors in the effort.
- Increasing the use of our public relations consultant in Springfield.
- To work on the issues that greatly affect the majority of our communities for positive outcomes.
- To become a go to organization by legislators and village's alike when they need something, even just a perspective
- Become a better information resource. Maintain a web site that is current and relevant. E.g., use it as a repository for the many surveys that get circulated.
- Encourage involvement by expanding meeting locations throughout the membership.
- Use of corporate partners. Make the relationship something other than providing them access in exchange for sponsorship.

- Growing visibility of the conference beyond membership to the residents and business owners in our communities
- Diversifying member participation on the Board of Directors
- The continued engagement of management and other municipal staff to study and address issues/problems/programs (Manager's Committee)
- New members bring fresh perspective and new ideas to DMMC.
- Politics and election turnover – opportunity to build new relationships with new legislators.
- Social media.
- Changing technology – use it to educate the public.
- Continue to identify areas where it can represent the municipal interest and make its members stronger by working together. A great example of this was the NICOR template franchise agreement.
- DMMC might be a good agency to develop a process/BMP/template for municipalities to work with their overlapping taxing districts or each other on shared services.
- Throw our support behind Western access and push one or two priorities that affect all towns – Prevailing Wage, Minimum Manning
- Defeat initiatives in Springfield that negatively impact municipalities
- Work with other units of government (such as DuPage County) on partnering opportunities
- Enhance coordination with similar organizations to improve our voice and succeed in getting our message to Springfield and other entities
- Opportunities for intergovernmental cooperation promotion/ideas
- Use the dinner meetings wisely to create energy, synergy, reinforce relationships and common purpose. Discuss and debate issues; don't make things perfunctory always. Or use a consent agenda on some matters that 'have' to be approved.
- Consider realigning the committee structure to engage membership and reinforce the value of member participation.
- There will continue to be major threats to local government. Identify those threats, develop a cogent strategy and pursue it with vigor.
- Our citizenry in DuPage County is changing demographically, politically and tolerance wise. Our elected officials must be exposed to these changed conditions and be prepared to deal with the consequences of those changes (not everyone is going to be Republican, white and well off). DMMC can take the lead and educate on these issues.
- Hire some strong individuals to replace Tam. KNOWLEDGE OF LOCAL GOVERNMENT and capable of research
- A change in Governorship and/or the General Assembly
- Continued intergovernmental cooperation
- Joint meetings/planning by various membership groups that meet at DMMC

- Involving itself more deeply in state issues related to municipal issues (labor laws, state shared revenues, tax policy)
- Data sharing among members
- To greater leverage the relationships with other COGs to have a more united front on legislative issues. I feel that by having all the COGS signed on to positions bolster its position substantially than DMMC going it alone. I would also look to see if there is a better mechanism to challenge legislative actions in Springfield rather than the letter writing campaigns and resolutions that are passed. Perhaps there could be a press strategy to exert pressure rather than letter writing campaigns.
- Alliances with other Conferences and Partners on Key Issues (ex. Pension Fairness Coalition)
- Become a forum for information flow
- Use of new/better communication methods
- Manager's Committee
- Joint purchasing
- Joint research (for example, collective bargaining agreement database)
- Facilitating Partnerships

APPENDIX IV

SWOT Results – Threats

- I suppose municipal communities dropping out.
- Not having the latest technology and networking capabilities to disseminate to municipalities.
- Springfield.
- Lack of time to fully participate.
- Turnover of staff and elected officials.
- Allowing partisan politics to get in the way of compromise.
- Lack of participation among mayors.
- Springfield.
- Chicago.
- DuPage County.
- Divisiveness between members (splintering over politics; ex. income tax debacle).
- Cost of DMMC membership.
- I think the continued financial situation of the State will put pressures on local governments. It is likely that many decisions will create winners and losers. It may become increasingly difficult for DMMC to take positions given the variety of impacts on various issues. By the same token, given the “high stakes” nature of many of these issues, there will also be continued pressure on DMMC to become more political. I think this has the potential to create divisions among DMMC members. I think DMMC leadership has to be cautious in taking positions that may alienate some members, while still trying to remain relevant on key issues.
- We sometimes have a non-collaborative approach with DuPage County; we need to maintain our collaborative approach and expand it to some of the more contentious issues we share with the County.
- Ability to demonstrate the value of membership to non-participating members.
- Averting legislative efforts that erode municipal authority or revenues.
- Observed apathy/lack of interest on the part of some members (e.g. declining attendance at meetings).
- The continued deteriorating reputation of Illinois and the potential for negative impacts on members as a result.
- Loss of experienced leaders (politicians and professionals) due to age/retirement coupled with a lack of awareness on the part of new leaders regarding the Conference and its mission.
- Politics in member cities/villages and the Conference/membership becoming fodder for political fights.

- Changing economy – recovery does not bring jobs.
- Lack of collaborative efforts on some issues.
- State legislative actions that are adverse to local governments in general and DuPage municipalities specifically.
- Future effects of indifference by member community representatives coupled with periodic adversarial member communities that might withdraw from DMMC. (This might result from uninvolved elected officials who do not see the value of DMMC.)
- **SPRINGFIELD!**
- Exploding pension costs.
- Not collaborating with all communities to make sure that all are winners.
- Not being able to have a readily identifiable ROI on the services provided to the municipalities versus the membership cost.
- Politics in Springfield not seeing DMMC communities as a priority region for investment/assistance/legislative action; General perception that DMMC communities have limited needs due to regional stability and economic condition compared to other areas of the state.
- Lack of interest and involvement of cities.
- No change of Governorship or General Assembly.
- Changing demographics in DuPage County and the concurrent change in customer expectations and government service delivery, resulting in reallocation of resources and the need for retraining/refocusing employee efforts.
- Push for consolidation to save resources.
- Finances/lack of financial support from municipalities.
- Being relevant to the entire membership.
- Structure of boards leads to too much compromise.
- Membership apathy.
- Varying levels of support for DMMC within member organizations.
- The rapid turnover of people who serve on the Board in leadership positions and the limited influence they can have on sustained, consistent improvements to the organization.

APPENDIX V

SWOT Results – Highest Priorities

- Sales Tax Sourcing.
- Potential abolishment of the Public Duty Rule/tort liability.
- Information sharing to all its members in a timely manner.
- Maintain focus on the critical issues (unfunded mandates, public safety pensions).
- Assist each municipality on local issues where DMMC acts as a clearinghouse; maintains a best practice database.
- No erosion of municipal revenues.
- Solidify Conference relations with new folks in our towns and Springfield.
- Support EOWA as a project of national significance.
- Continue monitoring of the State of Illinois’ approach to funding shortfall and protect local revenues.
- ID and support best practices for municipal innovation in operations, technology, finance, economic development, environment, etc.
- Secure local share of income tax.
- Continue to groom new mayors for leadership positions.
- Continue to improve and enhance the Conference’s lobbying efforts.
- Engaging new leaders (Mayors and Managers).
- Developing effective mechanisms for dealing with Springfield.
- Threats to local government (revenues, employment, benefits, etc.)-See Bullet #2.
- Staying on top of trends at the state level.
- Monitoring best practices at the local level.
- Being flexible and listening to the changing values and needs of the membership.
- Increase member involvement.
- Transit – Bus Rapid Transit should be a focus and we must keep transit in all road project conversations.
- Increase Corporate Sponsorship/Corporate Partner program. Increase revenue. But also find supportive agencies to solicit and partner with and learn from by having them present programs to municipal officials. Include Metra and RTA.
- Economic Development – Improve partnership with Choose DuPage by promoting their programs to DMMC members.

- Protection of local government funds.
- Tracking legislative initiatives and developing strategies to win the ones we want to win and defeat the ones we need to defeat.
- Being able to provide quality services and great customer service at the current staffing levels.
- Informing and educating membership.
- Effective lobbying of the Conference position on legislative issues.
- Ensuring that any Conference position on issues represents the broadest possible support.
- Balancing the goals and objectives of individual member Boards and Councils with the collaboration and continuity required to be a successful as a Conference.
- Continued pursuit of partnerships with other councils of government, MMC, and IML to protect the interests of local government.
- Enhancing member participation in all aspects of the organization.
- Continue to facilitate cooperation and collaboration among members; facilitate communication about local needs and how members are addressing them.
- Elevating the public profile of the DMMC through PR.
- Gaining additional respect in Springfield so that DMMC has true influence in the decision-making process.
- Member participation.
- Member satisfaction.
- Continue collaborative partnership between local gov't and the state – aggressive lobbying.
- Increasing member participation.
- Maintaining DMMC legislative lobbying efforts.
- Enhancing DMMC revenues to provide sustainable support for DMMC programs and services.
- Continue to engage other local and state government entities and elected officials to maintain relevance of DMMC.
- Strategize our approach to lobbying in the most effective way.
- Eliminate committee positions for those that do not attend.
- Take bold positions.
- Pension reform.
- Stopping additional unfunded mandates from Springfield.
- Legislative protections, municipal innovative ideas and collaboration.
- Leadership development is going to be essential – who follows the Gail Smolinski's, Martin Tully's, Joe Block's, Steve Stricker's, (there are going to be retirements in a lot of these towns and having a DMMC connection beyond the manager will be essential) etc.

- Reinforcing opportunities for connection and regional reliance/strength.
- Being a leader and strong partner in the state on legislative issues; the ability to bring the power to Springfield.
- A highest priority is keeping the playing field level with changes at the state level.
- Monitoring the LGDF, fighting any further erosion of local authority and working to find/develop a way to address the pension crisis that can withstand a legal challenge.
- Pension Reform.
- Public Safety Interest Arbitration Reform.
- Protection of LGDF Funds.
- Pension reform and other mandated costs.
- Protecting existing sources of municipal revenue.
- Being able to continue to attract outstanding staff.
- Watching Springfield like a hawk (especially protecting municipal financial interests).
- Helping members educate legislators and the public about unfunded mandates and the additional stresses they put on resources and services, and the seeming erosion of home rule authority.
- Providing members with opportunities to pool resources for more efficient, effective and/or cost savings operations and programs.
- Effectively address state legislative issues affecting municipalities.
- Broaden message to all municipal elected officials.
- Identifying services that can be provided to municipalities beyond what is currently being provided.
- Evaluate and clearly communicate roles and responsibilities of all types of municipal participants in the organization.
- Provide an answer to the question, "which results should this organization measure its effectiveness by?" Align resources to achieve those results.

APPENDIX VI

Strategic Initiatives – Action Plans

EFFECTIVE ADVOCACY

- A) Annual targeted legislative objectives are achieved.
1. Identify legislator's positions on DMMC priority legislative issues.
 - Beginning in FY 15-16, annually survey DMMC legislators. After first year, review and reevaluate quantified goals for future years.
 2. Succeed in passage or blocking of bills on which DMMC has a position and which receive final action.
 - In FY 15-16, achieve a success rate of at least 75%. At end of year, evaluate future years' goals. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, achieve a success rate of at least 80%, pending prior year evaluation. At end of year, evaluate future year's goal
 - In FY 17-18, achieve a success rate of at least 85%, pending prior year evaluation.
 3. Secure final action or establish a plan and timetable for final action on all DMMC initiatives.
 - Beginning in FY 15-16, secure final action or establish a plan and timetable to securing final action on all DMMC initiatives during each legislative session. After first year, review and reevaluate quantified goals for future years.
- B) DMMC policy positions reflect members' positions and priorities.
1. Secure approval and implement new bylaws.
 - Prior to FY 15-16, secure approval of new bylaws regarding development of new DMMC positions (expected in February 2015).
 - Beginning in FY 15-16, consistently implement bylaws procedures on all legislative positions taken by Conference.
- C) Legislators and other organizations demonstrate awareness of DMMC positions.
1. Tweet all DMMC legislative positions when approved.
 - Beginning in FY 15-16, all DMMC legislative positions are tweeted when approved. After first year, review and reevaluate quantified goals for future years.
 2. Communicate all DMMC legislative positions to the appropriate legislative staff member in Springfield.
 - Beginning in FY 15-16, all DMMC legislative positions are communicated to the appropriate staff member in Springfield. After first year, review and reevaluate quantified goals for future years.
 3. Hold press conference during large group Springfield Drive Downs.

- Beginning in FY 15-16, a press conference is held during each large group Springfield Drive Down. After first year, review and reevaluate quantified goals for future years.
4. Hold Editorial Board meeting with at least one Springfield-based news agency during large group Springfield Drive Downs.
 - Beginning in FY 15-16, an Editorial Board meeting with at least one Springfield-based news agency is held during each large group Springfield Drive Down. After first year, review and reevaluate quantified goals for future years.
 5. Provide at least 7 Drop-ins for member newsletters to inform residents on a legislative position.
 - Beginning in FY 15-16, at least seven Drop-ins are provided each year. After first year, review and reevaluate quantified goals for future years.
 6. Hold Editorial Board meetings with local news agencies on legislative priorities.
 - Beginning in FY 15-16, at least three Editorial Board meetings with local news agencies regarding legislative priorities occur. After first year, review and reevaluate quantified goals for future years.
 7. Secure publication of letters to editor, op-ed columns, or favorable editorials.
 - Beginning in FY 15-16, publication of at least 2 letters to editor, op-ed columns, or favorable editorials is secured (stretch goal of 4). After first year, review and reevaluate quantified goals for future years.

VALUE TO MEMBERS

- A) Demonstrate examples of cost savings achieved via leveraging collective knowledge/efforts.
 1. By the end of FY 17-18, save \$1 million for collective membership.
 - Beginning in FY 15-16, annually provide members with at least 2 opportunities for best innovations/practices (stretch goal: 4 opportunities). After first year, review and reevaluate quantified goals for future years.
 - Beginning in FY 15-16, annually demonstrate at least 2 areas where DMMC exhibited fiscal responsibility and efficiency (stretch goal: 4). After first year, review and reevaluate quantified goals for future years.
 - Beginning in FY 15-16, annually identify and communicate to members at least 2 projects that a community does not have to undertake by leveraging collective knowledge (stretch goal: 4 projects per year). After first year, review and reevaluate quantified goals for future years.
 - In FY 15-16, modify the current value statements to provide concrete examples of savings per individual municipality. The modified value statements would be first issued with the May 2016 dues statements.
- B) Highlight grant and funding opportunities available to members.
 1. Staff will identify and communicate to members grant and funding opportunities.
 - In FY 15-16, identify 2 funding opportunities. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, identify 3 funding opportunities.

- In FY 17-18, identify 4 funding opportunities.
2. Beginning in FY 15-16, use Revenue Survey to annually track grant and funding recipients.
- C) Measure member satisfaction and develop strategy to increase member satisfaction.
1. Create and conduct an annual member survey to measure Conference effectiveness and member satisfaction. Create a plan to improve member satisfaction based on member responses and present the plan at the appropriate Committee.
 - In FY 15-16, find base measurement of member satisfaction from survey and create plan to improve member satisfaction. Secure committee and Board approval of plan. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, increase member satisfaction by 10%. Based on results, modify plan to increase member satisfaction and secure committee and Board approval.
 - In FY 17-18, increase member satisfaction by another 10%.
- D) Increase membership and member participation.
1. Achieve 100% membership in DMMC of DuPage communities with majority of area in DuPage.
 - In FY 15-16, DMMC staff creates strategy to bring Darien into membership. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17 and FY 17-18, with participation of DMMC members, implement strategy and secure membership of Darien.
 - (Stretch: DMMC staff and members to meet with Lemont, Batavia, Elk Grove Village, and St. Charles, non-member communities partially located in DuPage, with offer of membership.)
 2. Increase member participation (participation measured as attendance at any DMMC-related event or meeting, both those directly hosted by DMMC and those in which we collaborate with others, such as CMAP or MMC meetings, or attending City Club Policy Forums).
 - In FY 15-16, increase member participation by 5%. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, increase member participation by an additional 5%.
 - In FY 17-18, increase member participation by another 5%.
- E) Highlight collaborative benefits available to members for networking/education/shared resources.
1. Create opportunities for members to build relationships with legislators and other parties (i.e. Fire Chiefs, County Board, etc.).
 - In FY 15-16, identify 3 opportunities to build relationships with legislators and other parties (stretch: 4 opportunities). After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, identify 4 opportunities to build relationships with legislators and other parties (stretch: 5 opportunities).
 - In FY 17-18, identify 5 opportunities to build relationships with legislators and other parties (stretch: 6 opportunities).

2. Identify meetings or projects that a community does not have to undertake because staff or an individual member does so and represents DMMC or shares meeting information with members.
 - In FY 15-16, identify 3 meetings or projects that members need not undertake. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, identify 4 meetings and projects that members need not undertake.
 - In FY 17-18, identify 5 meetings and projects that members need not undertake.
3. In addition to Business meetings, provide members with educational experiences/forums/learning materials.
 - In FY 15-16, provide 3 educational experiences/forums/learning materials. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, provide 4 educational experiences/forums/learning materials.
 - In FY 17-18, provide 5 educational experiences/forums/learning materials.

MANAGING RESOURCES

- A) Keep Membership dues to increases no more than the CPI.
 1. Staff to develop issues/areas that allow for partnering of resource opportunities.
 - In FY 15-16, FY 16-17, and FY 17-18, staff will develop three different issues/areas that allow for partnering of resource opportunities. After first year, review and reevaluate quantified goals for future years.
 2. By FY 17-18, staff to increase Corporate Partner Revenue to at least \$33,075.
 - In FY 15-16, Staff to maintain Corporate Partner revenue at \$30,000. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, Staff to increase this revenue by 5%.
 - In FY 17-18, Staff to increase this revenue by another 5%.
- B) Change to Programming Budget style.
 1. Staff and Budget Operations Committee will change to Programming Budget Style by the end of FY 17-18.
 - In FY 15-16, staff and Budget and Operations Committee will create Program Budget for FY 16-17.
 - Beginning in FY 16-17, Budget and Operations Committee to perform annual review/vetting of budget style.
 - In FY 17-18, Staff and Committee to align budget with Strategic Plan priorities.
- C) Examine facilities-sharing opportunities for purposes of cost-savings.
 1. Staff will explore opportunities for share facilities with other entities.
 - In FY 15-16, staff and an appropriate DMMC committee will examine and inventory DMMC facility needs.
 - Beginning in FY 16-17, staff and committee will identify opportunities to meet facility needs through collaboration with other entities.
 - Recommendations from the committee will be forwarded to the Board of Directors for further consideration.

COLLABORATION TO LEVERAGE ASSETS

- A) Establish and monitor matrix of aligned Councils of Governments (COGs) positions.
1. Identify COGs and external groups (i.e. counties, CMAP, transportation agencies, etc.) to be included and obtain a list of legislative priorities for matrix. Create matrix, identifying common interests/priorities and share this information among members and other entities.
 - In FY 15-16, all COGs and external groups to be included are identified and a list of legislative priorities for the matrix is obtained from each.
 - In FY 15-16, create matrix and identify common interests/priorities.
 - Beginning in FY 15-16, distribute information among members and other entities on a monthly basis. After first year, review and reevaluate quantified goals for future years.
- B) Coordinate joint efforts with other COGs and like-minded entities.
1. Invite representatives at neighboring COGs to DMMC meetings.
 - In FY 15-16, invite neighboring COGs to DMMC Business Meetings and special events. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, have one representative from one COG attend one meeting.
 - In FY 17-18, have one representative from one COG attend one meeting.
 2. Reach out to likeminded entities to collaborate on the creation of press releases on mutual priorities with tasks for each assigned.
 - In FY 15-16, collaborate on and co-sponsor at least 3 press releases. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, collaborate on and co-sponsor at least 4 press releases.
 - In FY 17-18, collaborate on and co-sponsor at least 5 press releases.
 3. Invite other COGs to engage in operational collaboration for purposes of cost-savings.
 - In FY 15-16, staff and an appropriate DMMC committee will examine and inventory DMMC operations.
 - In FY 15-17, staff will conduct outreach to other COGs to solicit interest in cost-savings through operational collaboration
 - In FY 16-17, staff and committee will identify and recommend at least one opportunity to meet operational needs through collaboration with other entities.
 - In FY 17-18, staff and committee will identify and recommend at least one additional opportunity.
- C) Have online mechanism in place for DMMC members to exchange plans and ideas.
1. Create a Technology Committee to determine the format, content for the website.
 - In FY 15-16, create Technology Committee.
 - In FY 15-16, Technology Committee creates format and content for the website.
 2. Create download exchange with different subjects to cover on website for information/collaboration.
 - In FY 15-16, Technology Committee establishes subject areas to cover on website for information/collaboration.
 - In FY 15-16, a download exchange is created covering these subject areas.

- In FY 16-17 and FY 17-18, Technology Committee reviews these subject areas and updates as necessary.
3. Have municipalities share documents and plans on a variety of different topics that other municipalities may find useful.
 - In FY 15-16, municipalities share documents and plans on at least 3 topics. After first year, review and reevaluate quantified goals for future years.
 - In FY 16-17, municipalities share documents and plans on at least 4 topics.
 - In FY 17-18, municipalities share documents and plans on at least 5 topics.
 4. Implement an online option by which members can trigger an email blast request for documents from other municipalities. Fulfill requests with at least 3 documents and within 5 days of posting.
 - In FY 15-16, develop and implement email blast option.
 - Beginning in FY 16-17, staff monitor and ensure requests are fulfilled with at least 3 documents and within 5 days of posting. After second year, review and reevaluate quantified goals for future years.