

PRESIDENT & VILLAGE BOARD STRATEGIC PLAN 2018



VILLAGE OF HANOVER PARK

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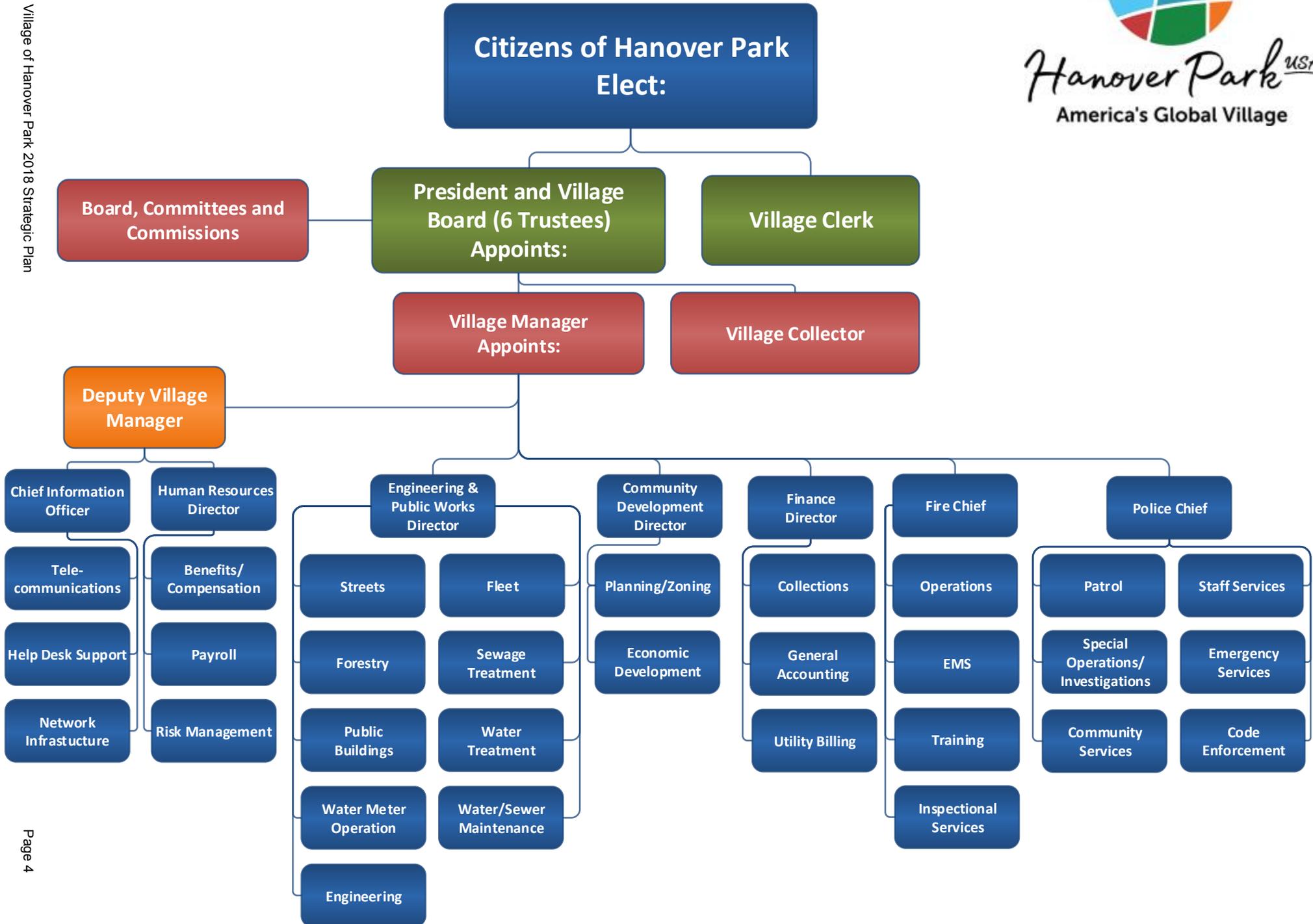
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VILLAGE ORGANIZATIONAL CHART

Village of Hanover Park – Table of Organization



Hanover Park^{USA}
America's Global Village



STRATEGIC PLAN OVERVIEW

The Village began utilizing strategic planning as a basis for overall management of the Village in 2011. This plan represents the third update of this ongoing process. The Village’s planning process finds its strength through the interactive development process that incorporates staff and elected officials working together to analyze and develop goals designed to effectively govern Village operations.

Work on this updated plan began in the fall of 2016. The goal of the update process was to develop a written plan that is used daily to guide overall decision making. The plan is to be a living document that provides guidance and is not designed to be restrictive in that it cannot be adjusted and realigned to meet changing demands of a dynamic environment. It is recognized that changes will be necessary, permissible and encouraged as long as decisions are made under the continued alignment with the Village’s mission statement. The plan is designed to focus on the next three full calendar/budget years. The plan will be reviewed on a biannual basis over the next three years.

The process undertaken was multifaceted in nature. Senior staff met first to conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) of Village operations. Then Board members and staff met in a facilitated workshop where elected officials provided perspective on the Village through the SWOT analysis process.

Strengths and Weaknesses	The Internal Environment – the situation inside the organization.	Factors related to leadership/management, support, services, performance, people, skills, adaptability, training, processes, etc.
Opportunities and Threats	The External Environment – the situation outside the organization.	Factors related to citizen/customer satisfaction, the economy, politics, demographics, environmental concerns, laws/regulations, media, society, culture, etc.

The two different SWOT evaluations were reviewed to compare viewpoints to create a basis for development of goals and objectives. Based on the evaluations, the decision was made to continue utilizing the goals established in the 2014 plan with modified objectives. The five goals are:

1. Finance Health
2. Focused Economic Development and Redevelopment
3. Maintain and Enhance Infrastructure

4. Community Image and Identity
5. Effective Governance

Using this as the template, senior staff worked to develop DRAFT objectives for each of these goals. The objectives were reviewed and modified by the Village Board. The goals and associated objectives included in this updated plan have been approved by the Village Board and will serve as the basis for budget priorities and work to be completed through calendar year 2020. Included with each goal are measurable targets for each objective along with an established completion date and responsible party.

Village Manager Maller and Chief Haigh provided oversight and final development of the strategic plan. The Board adopted the plan for implementation beginning January 2018.

Additionally, the Communication Plan adopted by the Village Board in 2017 is included in this document in its entirety.

Finally, as part of the annual budget process a review will be conducted to determine whether appropriate levels of staffing are available to ensure efficient alignment of duties to meet the mission of the Village.

**MISSION
VISION
TAG LINE**

MISSION

**TO DELIVER EXCEPTIONAL MUNICIPAL SERVICES TO ENHANCE
OUR HIGH-QUALITY COMMUNITY.**

VISION

- To be recognized as a great community to live, visit, work and do business.
- Service through innovation.
- Fiscally responsible and transparent.

TAG LINE

America's Global Village

STRATEGIC PLAN
SWOT ANALYSIS
STRENGTHS
WEAKNESSES
OPPORTUNITIES
THREATS

Strengths	Weaknesses
<p>Employees and Leadership Team: The Village has a strong employee base dedicated to serving the residents and businesses. The Village is a “full service organization” employing numerous workers with a wide variety of market place skills. Village employees are known to be ethical and actively involved in the community. Many are long tenured, multi-lingual, and operate with a strong customer oriented focus. Department heads and senior staff work well together and regularly collaborate on projects that cross multiple departments. Although many of the department heads have limited tenure with the Village leadership team, they are experienced, well respected and are viewed as leaders in their respective fields. Staff is trusted and highly supported by elected officials.</p>	<p>Workforce: Although listed as a strength, several challenges also exist within the employee structure of the Village. Chief among these concerns is the level of staffing compared to workload and expectations. There is a continued evolution of expectations that is not always reflected in funding or in training. Employee retention for some positions is a challenge and a number of senior employees are nearing retirement, which will bring about a loss of overall institutional knowledge.</p>
<p>Culturally Diverse: The Village is culturally diverse in population, workforce, businesses and restaurants. Numerous languages are spoken among residents and various types of ethnic foods are available in restaurants throughout the Village. The Bosnian Islamic Cultural Center has recently moved into a space on Jenson Blvd. The Village has an over 25-year Sister City relationship with Cape Coast, Ghana. In 2010 the Village added Zacatecas, Mexico as a second Sister City.</p>	<p>High property taxes/low EAV: The Village has one of the highest overall property tax rates in the Chicagoland area. This is due to a limited number of sales tax generating businesses and a low EAV of properties coupled with affordable/lower priced housing. High taxes have been a deterrent to attracting new residential development and retaining existing commercial development, especially in the Cook County portion of the Village. Added to this challenge are high water and sewer rates.</p>

Strengths	Weaknesses
<p>Military Veterans The Village places a high regard on military veterans. This is evidenced in hiring practices where preference points are given to veterans testing for police and fire department positions. It is also evidenced in the Veteran’s Plaza located at Village Hall, the recognition wall plaques, the inlaid walkway bricks of the memorial and the regular Village ceremonies honoring veterans.</p>	<p>Lack of Entertainment Venues: The community lacks a number of desirable venues to support the family culture of the Village. A lack of a variety of sit down restaurants is a weakness, as well as not having a banquet facility to accommodate after hours events and special gatherings. The Village has limited strong community events designed to bring out residents and families.</p>

Strengths	Weaknesses
<p>Finances: The overall Village financial position is strong. Budgets have been balanced for many years using a multitude of diverse revenue sources. For more than 30 years the Village has received the Government Finance Officers Association (GFOA) award of excellence in budget preparation. Current fund balances exceed 50% of budget and several future funding accounts have been established to plan for vehicle replacement, large capital needs and IT services. Current pension funding is strong with all funds scheduled to be fully funded by 2033.</p>	<p>Community Identity: The Village continues to struggle with a sense of community identity. This has been an area of weakness identified in both the 2011 and 2014 strategic plans. Several aspects impact this situation making it especially challenging to address. The 2011 plan identified the following, which continues to hold true in 2017. “Due to the numerous jurisdictions that make up the Village, the community lacks a centralized identity. The Village is without a high school, lacks a central business district and does not have a post office. This causes significant difficulties as it relates to branding and the establishment of an identity for the Village.” The plan went on to read “A feeling of disconnection exists between the north and south halves of the community. The Village has limited facilities and functions on the southern half of the community, which causes residents to align themselves more with Bartlett, Carol Stream and Bloomingdale than with Hanover Park. This disconnection breeds apathy toward Village functions and events as well as participation with Village government.”</p> <p>Included with the challenge to community identity is the diversity in cultures and languages. The Village, although viewing cultural diversity as a strength, has limited outreach to the various cultures within the community, which adds to the sense of disconnection and lack of community mindedness.</p>

Strengths	Weaknesses
<p>Technology: The Village embraces the use of technology. GIS, New World ERP and FIREHOUSE® Software are all systems utilized by multiple departments to manage processes and track data. IT equipment is current, of high quality, and expansive, ranging from smart phones, iPads, laptops, desktops, and servers. All public safety vehicles are equipped with mobile data computers that connect to the regional PSAP’s CAD system and are capable of accessing Village data on-scene. Systems are designed for resident web based interaction along with current technology based communication systems such as Facebook, Twitter, etc.</p>	<p>Facilities and Infrastructure: Several Village facilities are in need of rehabilitation and central plant upgrades or the facility has reached their useful life.</p> <p>Fleet services maintenance facility is not large enough to accommodate modern sized PW and FD equipment and apparatus. It lacks a modern exhaust capture system and does not have vehicle lift capabilities compatible with many of the larger trucks and tractors. Due to this, work is often times performed outside or contracted to vehicle specific repair facilities. Storage and parts inventory is at a premium and necessary machines used to maintain vehicle components are located in repair bays due to lack of sufficient space. Likewise the fuel service station does not meet current environmental standards and its location makes vehicle movement in and around PW and PD facilities challenging.</p> <p>Similarly, Fire Station 2 is not appropriately positioned for optimal response times and is too small for modern fire equipment. It was not designed to accommodate the number of personnel who respond from there and it lacks separate housing capabilities for male and female firefighters. It also has no room for company level training, physical fitness, and storage of loose equipment and reserve apparatus. Additionally, the department lacks a dedicated training ground and live burn facility. Strong consideration should be given to including a training area into the relocation and construction of a replacement station. Consideration should also be given to the value of building a backup Emergency Operations Center into the new fire station.</p>

Strengths	Weaknesses
	<p>Village infrastructure is aged and in need of reconstruction and replacement. Numerous streets are in poor condition with some needing complete rebuilds rather than resurface. Water mains, sewer and force main piping, along with lift station pumps is all aging and requiring greater upkeep and more frequent repairs. The Village’s sewer treatment infrastructure, while not aged beyond life expectancy, is also beginning to require more frequent maintenance.</p>
<p>Public Safety: Public safety is extremely strong and well supported by residents, businesses and elected officials. Both police and fire departments are nationally recognized for excellence and innovation.</p> <p>The police department is a nationally accredited CALEA agency and has achieved and maintained a low part one crime rate, ranking the Village the 37th safest city in America with a population of 25,000 or more.</p> <p>The fire department maintains an ISO Class 2 placing it among the top 2% of all U.S. departments. The department is well known for innovation and programs to enhance firefighter safety.</p>	<p>Variety of housing (lack of ‘move up’ housing): Although the Village has a large number of homes, a majority of the existing housing stock is generally considered “starter” and “affordable” with many residents leaving the community to find housing that more closely aligns with needs and desires as their housing needs change. There are very few larger single family homes that could be considered “move up housing.” The Village has limited room for teardowns and most neighborhoods are not designed to accommodate this type of property conversion. Density in some neighborhoods is high with a lack of parking in residential developments. Not much vacant land remains for large detached single-family homes.</p>
<p>Public Works: The Village has a strong Engineering and Public Works Department. The Department is a full service agency providing water delivery, sewage treatment, and a street/forestry division. The Department is also responsible for all maintenance of Village facilities including a fleet services division. Engineering services are managed by a staff engineer who also serves as the Assistant Public Works Director.</p>	<p>Employee onboarding: Employee onboarding, including onboarding of newly elected officials has and continues to need to be enhanced. Orientation could benefit from being more consistent, standardized, and more attention to detail.</p>

Strengths	Weaknesses
<p>Affordable housing: The Village has a range of housing options with many being priced for families and first-time home buyers.</p>	<p>Internal Service Departments: Over the past decade or so, efforts to build up the public safety departments operational staffing has been a priority and resulted in great successes. As those departments have grown, the Public Works Department and the internal support departments/divisions have remained at the same or decreased staffing levels. The workload of those departments and divisions are at peak levels, causing prioritization of immediate support requests, which adversely affect other less critical requests be delayed or not get done. Organizational efficiency is suffering and added initiatives without additional staff support is becoming challenging.</p>
<p>Businesses: The Village has three (3) business parks containing over 300 acres, with very low vacancy rates.</p> <p>The Village’s business parks are vibrant and contain a large number of successful international businesses. The location of the parks provide easy access to transportation routes making product distribution efficient for both over-the-road and rail shipping.</p> <p>The Village is also home to numerous small businesses.</p>	<p>Communication with residents: Improved Communication with the residents, businesses and employees of the Village has been identified as a weakness. In 2017, the new Communications Plan has identified some specific areas where communications efforts need to be improved. These areas are outreach and technology, facilitate better two-way communication between the Village and residents, improved messaging to residents, increase the level of internal communication with employees and ensure Village communication policies are consistent with the Village mission and vision.</p>

Strengths	Weaknesses
<p>Transportation Services: The Village is well served by transportation services for use in shipping goods as well as passenger transport. Two (2) railroad lines, Metra passenger train, Pace bus service, easy access to I-390, and three (3) airports within 12 miles, all are core transportation strengths for the Village.</p>	<p>Relationships with governing bodies who impact the Village: Due to the vast number of governmental agencies operating within the Village, relationships are often limited. Many agencies who provide service to the Village in part simply ignore the community and have limited or no interaction with staff or the Board. Examples of agencies who have little to no interaction with the Village yet provide services within the corporate boundaries.</p> <ul style="list-style-type: none"> • Bartlett Park District • Schaumburg Park District • Bloomingdale Fire Protection District • Wayne Township
<p>Developable land: A long term goal of the Village has been the establishment of a downtown development that includes a strong business, entertainment and restaurant district. A strength is developable land with sufficient acreage to accommodate such a goal. There are over 120 acres of vacant land in the TOD area, south of the tracks, and another 40-acres on the north side of Lake Street.</p>	<p>Property enhancement needs: Enhancements are necessary to improve the look and functional capabilities of several key assets and infrastructures within the Village. Overhead utility lines need to be buried in order to enhance visual appearance and reduce service disruptions. Likewise, enhancements to the MWRD sports complex are necessary for both functionality and aesthetics. Property enhancement and the overall look of the Village is also a responsibility of the residents. This goes beyond simple code enforcement into public outreach to encourage a greater emphasis on the exterior condition of their properties.</p>

Strengths	Weaknesses
<p>Community Organizations: The Village enjoys strong relationships with community/service organizations. These organizations play a vital role in the community and lend strong support to many of the Village’s events.</p>	
<p>Streamlined Approval Processes: The Village has streamlined processes for both zoning approvals as well as building permits. Staff is responsive and coordinates internally to provide “one-stop-shop” for most requests. Unlike several other municipalities, our public hearing and Board approval processes are straightforward and prompt.</p> <p>Staff from all departments have forms, codes, maps and process information online for ease of access to residents, businesses and developers.</p>	
<p>Accessible Location: Several regional and arterial roads such as Lake Street (Rt. 20), Irving Park Road (Rt. 19), Barrington/County Farm Road and Army Trail Road service Hanover Park, making the community very easily accessible. Additionally, I-390 culminates at Lake Street, providing accessibility for businesses and residents. These roadways not only offer great connectivity to the overall region but the high traffic counts also offer great visibility, which is an asset for businesses.</p>	

Opportunities	Threats
<p>Annexation: The Village should look at opportunities to annex properties and land mass in the areas of the sod farm, golf driving range and Keeneyville. Keeneyville borders the major roadways of Lake Street and Gary Avenue and a very short distance from the Gary Avenue exit off of I-390. This area offers a strong potential for future commercial and retail development.</p>	<p>State of Illinois Budget and Funding: The State of Illinois continues without a long term economic plan. Multiple pieces of legislation continue to be brought before the legislature focusing on freezes in property taxes, change to local revenue sharing programs, LCDBG funding, unfunded mandates, rising pension costs/liabilities, and restrictions on home rule authority.</p>
<p>Smart City Technologies: The Smart City concept revolves around a vision to integrate information and communication technologies into a system of managing Village assets. This can include anything from the management of water meters and street lighting control to water distribution, control of wastewater and sewer pumping and lift stations to communication and interaction with residents. The goal of smart cities is to use technology to improve efficiency of service and meet residents’ needs through use of real-time monitoring, data collection, analysis and information processing. This will allow increased efficiencies and improve our customer transactional relationships.</p> <p>The New World Systems ERP and GIS Systems will play an integral role in developing capabilities for expansion toward the Smart Cities concept. Included will be a need to enhance the Village’s document and records management systems so that they are searchable and can be used to process data in a reportable and usable format.</p>	<p>Increased expectations of service vs. flat or decreasing revenue: Village service demands continue to be high and are ever increasing. New programs and enhanced customer expectations are driving costs higher with a limited or decreasing revenue flow to fund operations/programs/expectations.</p> <p>Adding to this challenge is the high property tax rate paid within the Village and the Cook County tax rates applied to businesses. The latter is driving businesses from Cook County, which has the potential to negatively impact the economic stability and development condition of the north side of the Village.</p> <p>The cost of JAWA water is high. In an attempt to lessen the impact on residents and businesses the Village has tried to absorb increases, where possible. This has resulted in the need to use fund balance dollars to cover maintenance and infrastructure enhancements.</p>

Opportunities	Threats
<p>MWRD Sports Complex: Opportunities exist to redevelop and expand the visual appearance and utilization of the MWRD sports complex. Land exists for growth of this facility and its location on Barrington Road with easy access to Irving Park and Lake Street, which adds to its potential of becoming a regional destination site for sports teams. This regional destination capabilities will bring visitors to the Village and thereby enhance economic development opportunities.</p>	<p>Negative view of Government: In the last few years there has become a general negative and distrustful view of government. This has primarily focused at the National and State levels.</p> <p>This negative perception of government has had an impact on law enforcement bringing an increased risk to police officers.</p>
<p>Review of alignment of responsibilities within appropriate departments: Over the course of the last two strategic plans changes have been made within the Village to better align responsibilities and services within departments for maximum efficiencies. Realignment options likely still exist and should be reviewed.</p>	<p>Aged Village Infrastructure: Village water, sewer, stormsewers and streets are aging and requiring additional maintenance and in some cases replacement. Costs associated with maintaining these structures is increasing with limited funding available for replacement or enhancements. Repairing failed infrastructure is significantly more expensive than maintaining the systems at an adequate level. Attention should be directed at preventative maintenance in an attempt to lengthen the usable life of these critical systems.</p>

Opportunities	Threats
<p>Transit Oriented Options/Accessibility: The Village is well positioned with direct access to five (5) major arterial roads, three (3) airports within 12 miles, two (2) railroad lines, including the METRA rail system, as well as service from the PACE bus system.</p> <p>This positioning places the Village in a strong position to attract restaurants and retail sales including additional housing options.</p>	<p>Staff: The Village has throughout history operated with lean staffing. Staff numbers declined or positions were reduced to part-time levels as the economy faltered in 2007-2008. This economic downturn resulted in reduced property values, a declining stock market and a general period of reduced economic activity that generated the needed funds required to pay for Village staff. As the economy has started to turn around and customer expectations have continued to increase, staffing levels are tight and the “do more with less” philosophy is nearing the point of break over/diminishing return. This coupled with an increasingly competitive job market due to the rebounding economy and multiple staff nearing retirement the Village is struggling in the area of attracting and maintaining staff as well as determining the “rightsizing” of staff needs.</p> <p>With the exception of the public safety departments, more focus is needed on employee succession planning. As employees prepare to retire and leave employment with the Village, replacements from within to fill promotable positions is limited. This results in a loss of institutional knowledge, which has a strong potential to negatively impact service delivery.</p>

Opportunities	Threats
<p>3 Tax Increment Financing Districts: The Village currently has three (3) TIF Districts that offer significant opportunities for attracting development through incentives and reinvestment. Several improvements were made at the culmination of TIF 2 to the intersection of Irving Park and Barrington Roads. Funds have been used in TIF 3 to improve the Hanover Square Shopping Center. Funds from TIF 4 have been used for business retention (Menards) and recruitment (Harbor Freight Tools). TIF 5 is also being tapped to enable a \$42 million senior housing development.</p>	<p>Tax Increment Financing: The Village has three currently operating TIFs. TIF 3 will expire in the next 7 years and TIF 4 & 5 are not generating incremental dollars needed to fund incentives or TIF eligible expenses.</p> <p>It is important to support and enable development in the three TIFs in order to generate increment and higher EAV.</p>
<p>Historic Preservation: There is a small portion of the Village Center area which can offer historic preservation opportunities. Similarly, there are scattered sites in the village which may have some historic significance. An opportunity exists to more fully recognize these structures after exploring their significance.</p>	<p>Potential negative impact on proposed Village Center: The uncertainty of the timeline and the current lack of funding for the Egin O’Hare/I-390 extension is having an impact on the development of the property slated for the proposed Village Center area. Additionally, the high tension power lines proposed by Com ED that will run alongside the I-390 extension into the Village will likely have a negative impact on the community and the potential future downtown development.</p>

Opportunities	Threats
<p>Partnerships with Organizations: The Village is partnering with several regional organizations to enable larger success stories for our residents and businesses. For instance:</p> <ul style="list-style-type: none"> • DuPage Habitat – Greenbrook Tanglewood neighborhood revitalization. CDBG Grant application (\$240,000 in awarded grant funds), 27 new townhomes on Court J/Greenbrook Court envisioned. • ACCION – Held small business resource fair with 80 attendees in 2016. Planning another in 2017. • Next Level Northwest – Regional partnership to help mid-sized established businesses grow. • CMAP/ATA – for Pedestrian and Bicycle improvements in the Irving Park Road Corridor and Barrington Road intersection. • EWC – focused on job and career training readiness through a partnership between Harper College and Elgin Community College. 	<p>Resident lack of interest in serving in volunteer positions: The Village has struggled for many years to find residents who are interested in serving on boards and commissions including positions with CERT and Fire Corps. Many of these positions cannot be filled by staff and require community participation.</p> <p>The general lack of volunteerism seen within the Village creates a challenge for community events that are often coordinated and staffed by volunteers in other communities. When volunteers are not available or willing to fill needed roles, the workload falls back onto the Village for coordination, funding and staffing. This creates in most cases an overtime liability for Village workers and places an increased stress and work product impact on staff.</p>
<p>Labor Pool: The Village has a dense population of about 6,000 persons/sq. mile, which offers great access to a significant labor market. With about 45% of the population between the ages of 25 and 50, and 38% of the working population with dual language skills, Hanover Park offers a great labor pool as an opportunity for small and large businesses to tap into.</p> <p>The Police Department will be enhancing youth development through their – Youth Police Academy. This program will offer youth leadership development and work to help build interest in a career in government service.</p>	<p>Security Concerns: Security and safety management efforts to prevent cyber-attacks, terrorist concerns at public events, and emergency management challenges, due to the proximity of rail lines and underground pipelines, all have a potential threat impact on Village services and planning activities. The Village is a crossroads for southern Cook County and Northern DuPage County. There are many who pass through the Village increasing the likelihood of events unrelated to Hanover Park occurring in town.</p>

Opportunities	Threats
<p>Relationships with governing bodies who impact the Village: Listed as a weakness, it is felt that opportunities exist to foster enhanced working relationships with these governing bodies and should be a focus area for both elected officials and staff.</p>	<p>Opioid Epidemic: Opioid usage continues to be a widespread challenge for all communities. Control of opioid sales, distribution and emergency response are taxing on public safety agencies.</p>
<p>Employee Health and Wellness: An opportunity exists to increase focus on employee health and wellness initiatives.</p>	
<p>Community Health and Wellness: The Village has an opportunity to increase focus on community health and wellness initiatives based around the expanded trails and bike paths as well as utilization of the MWRD Sports Complex and the annual Fire Department Health and Wellness Fair.</p>	

**STRATEGIC PLAN
VILLAGE BOARD
GOALS**

Village of Hanover Park

Strategic Planning

Goal: Financial Health			
Objective: Develop a long term capital funding plan			
Action	Measure of Success	Who's Responsible	Target Completion Date
Conduct a 10-year infrastructure capital needs analysis including estimated expenses focused on: <ul style="list-style-type: none"> • Sewer infrastructure study • Water infrastructure study • Storm Water infrastructure Study 	Analysis complete and plan developed.	Public Works Director	June 2019
Evaluate revenue options to fund the plan.	Listing of revenue options determined.	Finance Director	September 2019
Discussion with Village Board seeking direction on revenue option recommendations.	Board direction on preferred funding option.	Village Manager and Finance Director	October 2019
Develop a funding plan for implementation of the infrastructure capital plan.	Establish funding schedule.	Village Manager, Finance Director and Public Works Director	October 2019
Implement capital plan in conjunction with the budget.	Annual budget funding over course of strategic plan.	Public Works Director	January 2020

<p>Property tax freeze: Strive for a 0% property tax increase over the first 2-years of the plan.</p> <ul style="list-style-type: none"> • This freeze will not apply to unfunded State mandates and public safety pensions. 	<p>Meet objective of property tax freeze.</p>	<p>Village Manager and Finance Director</p>	<p>December 2018</p>
<p>Evaluate and implement strategies to promote increases in Village EAV.</p> <ul style="list-style-type: none"> • Disconnection from Bloomingdale Fire Protection District • Code enforcement (residential and commercial) • Economic development initiatives • Encourage improvements to properties (commercial and private residential). • Increase livability of community. • Promote community pride. 	<p>Realize a total 10% increase in Village wide EAV over the life of this plan.</p>	<p>Department Heads</p>	<p>December 2020 (annual updates provided)</p>
<p>Support strategies for sales tax generating businesses to locate within the Village. Action items to facilitate this objective:</p> <ul style="list-style-type: none"> • Survey development standards between comparable communities. • Promote the “Next Level North West” Initiative. • Review the Village’s economic incentive policy and modify as necessary. • Creation of sense of place within desirable areas slated for attraction of restaurants. 	<p>Over the life of this plan increase sales tax revenue by 10%.</p>	<p>Community and Economic Development Director, Public Works Director</p>	<p>January 2019</p> <p>January 2018</p> <p>June 2018</p> <p>January 2019 (Discussion and Design)</p>

Village of Hanover Park

Strategic Planning

Goal: Focused Economic Development and Redevelopment			
Objective: Annexation			
Action	Measure of Success	Who's Responsible	Target Completion Date
Annex the properties that are surrounded by the Village and who currently receive Village services. <ul style="list-style-type: none"> • Sod Farm • Driving Range 	Annexation complete	Community Development Director	Complete – October 2017
<ul style="list-style-type: none"> • Conduct a feasibility study for the annexation of the area known as Keeneyville. • Conduct feasibility study of southwest corner of Lake and Gary. 	Evaluation complete	Community Development Director (Lead) Assist as needed: <ul style="list-style-type: none"> • Public Works / Engineering • Police • Fire 	December 2020 December 2018
Update boundary agreement with Bloomingdale.	Agreement complete	Community Development Director and Village Manager	December 2018

Village of Hanover Park

Strategic Planning

Goal: Focused Economic Development and Redevelopment			
Objective: Elimination of Roadblocks to Development			
<i>Action</i>	<i>Measure of Success</i>	<i>Who's Responsible</i>	<i>Target Completion Date</i>
Create a base template for redevelopment agreements.	Template created, approved and implemented.	Manager's Office and applicable Department Heads	January 2019
Evaluate whether the Village should hire a legal firm specializing in economic development.	Evaluation complete, if recommended firm hired and placed on retainer.	Manager's Office, Village Attorney, Community and Economic Development Director	August 2018
Review Village processes that interact with the public and construct system to allow completion of work on-line.	A list of processes will be submitted for use in the design of the new website.	All departments in the Village	December 2018

Village of Hanover Park

Strategic Planning

Goal: Focused Economic Development and Redevelopment			
Objective: Development/redevelopment of properties			
Action	Measure of Success	Who's Responsible	Target Completion Date
Evaluate burying utility lines along Irving Park Road and the intersection of Barrington and Irving Park Roads.	<ul style="list-style-type: none"> Budget funding of feasibility study. Conduct feasibility study. Evaluate funding sources to complete project. Evaluate Intergovernmental Agreements. 	Public Works / Engineering	December 2020
Sale of Hanover Square	Property sold	Village Manager and Community Development Director	December 2019
Enable development of vacant land: <ul style="list-style-type: none"> Lake and Gary Village Center Area Schick and Hunter 6-Acres at Stearns and County Farm Road 4.4 Acres at County Farm and Greenbrook 1311 Irving Park Road 1 East Wise Church and Lake Neumann Property (Lake and Barrington) 	Properties marketed for highest and best use. Regular forward moving contact with developers toward final use of property.	Community Development Director	December 2020
Attract businesses not currently in Hanover park that align with the Village's vision.	An increased number and variety of businesses attracted, operational and generating sales tax revenue.	Community Development Director	December 2020
Focused attention on attracting and developing restaurants. <ul style="list-style-type: none"> Develop a restaurant incentive package. 	<ul style="list-style-type: none"> Develop package for consideration by Village Board. Receive approval of incentive package by Village Board. 	Community Development Director	June 2018

	<ul style="list-style-type: none"> Develop a marketing plan for the approved incentive package. 		
<p>Review non-public safety codes to enhance development.</p> <ul style="list-style-type: none"> Hold a meeting with stakeholders to discuss, follow-up and bring to closure. Present recommendations and options to the Village Board. Update codes as appropriate. 	<p>Codes Reviewed and Updated where needed:</p> <ul style="list-style-type: none"> Sign Code Telecommunications Code Subdivision Code Condo Code Engineering Standards 	<p>Community Development Director Public Works / Engineering FD – Inspectional Services Division</p>	<ul style="list-style-type: none"> January 2018 January 2018 December 2018 December 2018
<p>Review and streamline where possible overall Village development processes.</p> <ul style="list-style-type: none"> Hold a meeting with stakeholders to discuss and follow-up. 	<p>Develop a written policy for use by all departments who have a role in development.</p>	<p>Community Develop Director (Lead)</p> <ul style="list-style-type: none"> Members of Development Review Committee (DRC). 	<p>June 2018</p>
<p>Creation of a Vacant Buildings Ordinance</p>	<p>Ordinance developed and adopted by Village Board</p>	<p>Police Department – Code Enforcement Division & Fire Department – Inspectional Services Division</p>	<p>June 2018</p>
<p>Implement a system to track foreclosed properties.</p>	<p>Creation of a system that tracks foreclosures and allows Village staff to easily access information.</p>	<p>Police Department – Code Enforcement Division & Fire Department – Inspectional Services Division</p>	<p>March 2018</p>
<p>Determine official Village position on the lack of parking in residential developments.</p>	<p>Craft policy statement reflective of official Village position on this issue.</p>	<p>Community Development Director (Lead)</p> <ul style="list-style-type: none"> Department Heads Members of Development Review Committee (DRC) 	<p>December 2018</p>

Village of Hanover Park

Strategic Planning

Goal: Focused Economic Development and Redevelopment			
Objective: Hanover Park Village Center			
Action	Measure of Success	Who's Responsible	Target Completion Date
Conduct an evaluation of TIF 3.	Evaluation complete.	Community and Economic Development Director, Finance Director and Village Manager	December 2018
Secure funding for Phase 1 engineering of the I-390 expressway transition into the Village of Hanover Park.	Funding secured and project planning timetables established.	Village Manger, Public Works Director, Community and Economic Development Director and Finance Director	March 2018
Reevaluate the Village Center plan and determine feasibility of breaking it into a phased development project.	Updated plan approved and phases identified.	Manager's Office and Community and Economic Development Director	June 2018
Begin the process of land banking for parcels needed to create the Village Center project. <ul style="list-style-type: none"> • Identify desired parcels. • Determine fair market value of desired parcels. • Determine the best method of obtaining parcels. 	Properties identified.	Village Manager, Village Attorney, Community and Economic Development Director	December 2020 (Ongoing throughout life of the plan.)

Village of Hanover Park

Strategic Planning

Goal: Maintain and Enhance Infrastructure			
Objective: A Prioritized Plan for Infrastructure Improvement			
Action	Measure of Success	Who's Responsible	Target Completion Date
Commuter lot redevelopment. Options to consider: <ul style="list-style-type: none"> • Parking Garage • Northwest parking lot multi-use concept • South lot reconfiguration • Pace Bus turn around • Solar Panel Covers 	<ul style="list-style-type: none"> • Feasibility study looking at concept of a parking structure, funding options, and northeast lot utilization options. • Multimodal concept and design for use of northwest parking area. • Study storm water retention/management and possible solar energy generation facility. 	Community and Economic Development Director and Public Works Director	December 2018
Develop new Village GIS System	System Operational	Public Works Director, IT Director, and Community and Economic Development Director	May 2018
Village Hall Improvements: <ul style="list-style-type: none"> • Lobby enhancements including finance counter and signage. • Exterior improvements including an employee patio and landscaping. • Remodel of lunch room. 	<ul style="list-style-type: none"> • Lobby enhancements – Project Completed. • Exterior improvements – Completed. • Design and construction of lunch room in Village Hall. 	Public Works Director	<ul style="list-style-type: none"> • December 2018 • October 2019 • October 2019
Public Works Facility Improvements: <ul style="list-style-type: none"> • Remodel/update administrative area. • Lunch Room 	<ul style="list-style-type: none"> • Work completed. 	Public Works Director	December 2020

<p>Fire Station No. 2 Replacement</p> <ul style="list-style-type: none"> • Conduct needs assessment and developed plans that include funding options • Identify funding sources • Locate and purchase property • Design building • Complete Construction 	<ul style="list-style-type: none"> • Property purchased, building designed, funding identified. 	<p>Fire Chief, Public Works Director, Finance Director, Village Attorney</p>	<p>December 2019</p> <p>January 2019</p> <p>December 2019</p> <p>December 2019</p> <p>December 2020</p>
<p>Develop an Asset Management System to administer infrastructure.</p>	<p>System operational.</p>	<p>Public Works Director</p>	<p>December 2018</p>
<p>Conduct a feasibility study for running fiber optic cabling to all Village facilities.</p>	<p>Study complete and implementation plan developed.</p>	<p>IT Director and Public Works Director</p>	<p>December 2019</p>
<p>Evaluation of a fixed base water meter system.</p>	<p>Evaluation complete.</p>	<p>Public Works Director</p>	<p>December 2019</p>
<p>Expansion of Village Emergency Alert System</p>	<p>System installed:</p> <ul style="list-style-type: none"> • Butler Building • Fire Stations • Water treatment facility 	<p>Police Department</p>	<p>December 2018</p>
<p>Design and implement a disaster recovery infrastructure for server data systems.</p>	<p>Replicated mirror data system at Police Facility.</p>	<p>IT Director</p>	<p>June 2018</p>
<p>Develop an overall Village beautification plan including landscaping and street scape.</p>	<p>3-year plan developed with associated budget funding.</p>	<p>Public Works Director, Community and Economic Development Director</p>	<p>September 2019</p>

Village of Hanover Park

Strategic Planning

Goal: Maintain and Enhance Infrastructure			
Objective: Enhancements to Hanover Park Sports Complex			
Action	Measure of Success	Who's Responsible	Target Completion Date
New sports complex signage	Installed and operational.	Public Works Director	January 2018
Construct Cricket and Soccer fields.	Construction complete, facilities open for use.	Community Development Director and Public Works Director	May 2018
Remodel baseball and football facilities including construction of a band shell.	Project complete as described in approved bid.	Public Works Director	October 2018
Long term capital and maintenance plan.	Plan complete and inclusion in the budgets.	Public Works Director	December 2018
Develop and construct a southbound turn lane into complex north of current entrance. <ul style="list-style-type: none"> • IDOT approval • Cook County approval • Funding source 	Project completed.	Public Works Director	December 2020
Sports complex marketed as destination site.	Publicized as a community/regional amenity.	Public Works Director, Deputy Village Manager	June 2019

Village of Hanover Park

Strategic Planning

Goal: Maintain and Enhance Infrastructure			
Objective: Comprehensive Village Road Improvement			
<i>Action</i>	<i>Measure of Success</i>	<i>Who's Responsible</i>	<i>Target Completion Date</i>
Develop 10-year improvement plan based on Infrastructure Management Systems report.	Plan developed and started.	Public Works / Engineering	August 2018
Identify funds.	Funding plan approved by Village Board.	Finance Director and Public Works Director	November 2018
Installation of Red Light Camera at Rt. 19 & Barrington Road intersection.	Implementation of a Red Light Camera system at the designated intersection.	Police Department	December 2019

Village of Hanover Park

Strategic Planning

Goal: Community Image and Identity			
Objective: Incorporate the Bloomingdale Fire District Area within Hanover Park			
Action	Measure of Success	Who's Responsible	Target Completion Date
Complete a legal disconnect and transfer of all properties within the corporate limits of the Village that are serviced by Bloomingdale Fire Protection District.	Disconnection approved and properties transferred.	Fire Chief, Mayor, Village Manager	December 2019
Communicate the service area changes to affected residents and commercial properties.	Notice provided.	Fire Chief	January 2019
Transfer of all alarms, Knox Box Keys, Pre-plans, Inspectional Records, etc. from Bloomingdale to Hanover Park.	Operational transfers completed.	Fire Chief	January 2019
Prepare to begin providing services.	<ul style="list-style-type: none"> • Establish response standards and protocols • Training completed on target hazards 	Fire Chief	January 2019
Begin servicing area.	All FD services covered by Hanover Park.	Fire Chief	June 2019

Village of Hanover Park

Strategic Planning

Goal: Community Image and Identity			
Objective: Develop a marketing and branding strategy for the Village			
Action	Measure of Success	Who's Responsible	Target Completion Date
Establish a branding and marketing plan as outlined in the communication plan.	Complete branding and marketing process and approval by the Village Board.	Deputy Village Manager	December 2018
Conduct a 60 th Anniversary events as outlined in the communication plan.	Conduct schedule of activities and events.	Deputy Village Manager	December 2018
Design and replace gateway and way finding signs consistent with branding and marketing plan.	Replace and installation of signs.	Public Works Director	December 2019
Obtain accreditation through the National Safety Council as a Safe Community.	Accreditation status awarded.	Police Chief	February 2018
Implementation of an Unmanned Aerial Vehicle (Drone) Program: <ul style="list-style-type: none"> • Obtain UAV and register with FAA • Identify and train personnel on operation of UAV • Utilize UAV to develop FD Pre-plans • Create employee recruitment and Village marketing videos • Create Video highlighting vacant/available properties 	Budget and obtain UAV. Train at least one employee from appropriate department to operate UAV. Create videos.	Police Chief (Lead) <ul style="list-style-type: none"> • Fire Chief • Human Resource Director • IT Director 	March 2019 June 2019 June 2018 December 2019 December 2019

Village of Hanover Park

Strategic Planning

Goal: Community Image and Identity			
Objective: Enhance Visual Appearance of the Village			
Action	Measure of Success	Who's Responsible	Target Completion Date
Evaluate a façade improvement grant for duplexes, townhouses and row homes to provide for a cohesive look (similar to overhead sewer program).	Program funded with a goal of 10 projects completed annually.	FD – Inspectional Services	January 2019
Develop code to regulate cohesive façade design for multi-family residential.	Code created and implemented.	Community Development Director and FD – Inspectional Services	January 2019
Create sense of place: <ul style="list-style-type: none"> • Benches • Landscaping • Bike Signs / Racks • Splash Pad at new Fire Station No. 2 • Public art 	Projects funded and various projects implemented throughout Village.	Village Manager, Public Works / Engineering, Community Development Director, Fire Chief	

Village of Hanover Park

Strategic Planning

Goal: Effective Governance			
Objective: Establish Historical Commission			
<i>Action</i>	<i>Measure of Success</i>	<i>Who's Responsible</i>	<i>Target Completion Date</i>
Role of Historical Commission.	Identified the responsibilities and committee operational.	Community Development Director	April 2018
Historical Commission established by Village Ordinance.	Ordinance established.	Community Development Director, Village Manager, Village Attorney	Completed
Historical Commission to determine processes for recognition and preservation of historic properties.	Process established for recognition.	Community Development Director	December 2018
Special events held within Ontarioville Historic District.	Maintain a goal of at least 1-annual event held within the historical district.	Community Development Director, Village Manager, Deputy Village Manager	December 2018

Village of Hanover Park

Strategic Planning

Goal: Effective Governance			
Objective: Maintain and Enhance Public Safety			
Action	Measure of Success	Who's Responsible	Target Completion Date
Test Village personnel's readiness in the event of violent offenders.	Conduct an active shooter drill on the Village campus involving multiple departments and mutual aid agencies.	Police Chief	September 2020
Convert as necessary PD and FD RMS to new DUJIS.	Implementation of DUJIS.	Police and Fire Chief	December 2018
Conduct an analysis of requirements and needed actions to obtain Fire Department recognition as an ISO Class 1 Department.	Analysis complete, funding strategy identified and implementation plan developed.	Fire Chief	June 2018
Conduct an analysis of requirements and needed actions to obtain Fire Department accreditation through the Commission on Fire Accreditation International (CFAI).	Analysis complete, funding strategy identified and implementation plan developed. Process: <u>Step 1.</u> Becoming a Registered Agency <u>Step 2.</u> <ul style="list-style-type: none"> • Becoming an Applicant Agency • Conduct an accreditation self-assessment <u>Step 3.</u> <ul style="list-style-type: none"> • Becoming a Candidate for Accreditation 	Fire Chief	March 2018 December 2018 March 2019

<p>Complete DHS funded SMARTER research project.</p>	<ul style="list-style-type: none">• Share findings with global fire service.• Plan for/make operational changes within department based on identified health and safety findings.• Identify funding options necessary to implement new/needed programs within department.	<p>Fire Chief</p>	<p>Begin March 2018 extending out through 2020.</p> <p>June 2018</p> <p>June 2018</p>
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Village of Hanover Park

Strategic Planning

Goal: Effective Governance			
Objective: Enhanced Relationship with Outside Governing Bodies			
<i>Action</i>	<i>Measure of Success</i>	<i>Who's Responsible</i>	<i>Target Completion Date</i>
Enhance cooperative communication and action with governing bodies that impact the Village – Park Districts, school districts, libraries, townships, forest preserve district, fire district.	Regularly scheduled meetings with stake holder groups.	Elected Officials, Village Manager, Department Heads	June 2018

Village of Hanover Park

Strategic Planning

Goal: Effective Governance			
Objective: Develop a Sustainability Plan Using the Greenest Region Compact 2 Framework			
Action	Measure of Success	Who's Responsible	Target Completion Date
Review the GRC2 Framework for current compliance to the framework.	A document will be created outlining where the Village is in compliance with the GRC2 Framework.	Deputy Village Manager	December 2018
Utilize a committee to Identify the Goals from the GRC2 framework that the Village would like to achieve and the Strategies from the Framework to accomplish them.	A document will be created outlining what future goals the Village would like to achieve and the Strategies to accomplish them.	Environmental Committee, Deputy Village Manager, Dept. Heads	December 2018
Develop an Action Plan to achieve the identified future Goals and Strategies of the GRC2 Framework.	Create an operational matrix for assigning Responsibilities and deadlines for accomplishing the identified Goals.	Deputy Village Manger, Dept. Heads	June 2019
Create a comprehensive plan that documents the goals already accomplished by the Village, the identified future goals and strategies to be achieved and their status.	A Village of Hanover Park Sustainability Plan written and approved by the Village Board.	Deputy Village Manager	December 2019

COMMUNICATIONS PLAN

Village of Hanover Park Communications Plan



One Village - One Future

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Executive Summary

The Village of Hanover Park's 2014 Strategic Plan identified a number of goals and objectives designed to improve internal and external communications as well other areas of weakness that need to be addressed. As part of the Strategic Plan, one of the main objectives was the hiring of a Public Information Officer. This goal was met with the hiring of a new Deputy Village Manager whose duties include serving as the Public Information Officer. A second main objective was the creation of this Communications Plan.

The purpose of this Communications Plan is to ensure that communications from the Village are well coordinated, effectively managed and responsive to the needs of the Village's residents, businesses, Village Board, employees and the media. Providing professional and timely communication is essential for quality customer service and enhances the image for the community. This plan is intended to serve as a guide to advance the mission and vision of the Village Board, the communication goals for the current Strategic Plan and help outline the goals for the upcoming 2017 Strategic Plan.

This Communications Plan will set the communication priorities for the Village of Hanover Park for the calendar year 2017 and 2018. It will be managed and updated by the Village Manager's Office as part of the upcoming 2017 Village of Hanover Park Strategic Planning process. The plan is an evolving and flexible document that can be updated as the communications environment changes or additional goals need to be met.

Introduction

The Village of Hanover Park is a dynamic community with over 37,973 residents, conveniently located 17 miles west of O'Hare International Airport and a short trip from the Hanover Park Metra Station to downtown Chicago. Hanover Park is part of the Golden Corridor appropriately named for its phenomenal rate of growth. Hanover Park has kept up with its population growth which has more than tripled in size since 1970. Hanover Park is located in two counties, Cook and DuPage, and is comprised of four townships, seven school districts, three community college districts, three park districts and two library districts.

Hanover Park has some of the youngest residents of Chicago's northwest suburbs with a median age of 33. Hanover Park is a diverse community with pronounced Hispanic and Asian populations. The Village hosts over 20 events a year geared toward the whole family. Hanover Park has a vibrant business environment encompassing over 400 businesses with 4.6 million square feet of industrial development and over 1 million square feet of commercial retail and office space.

Internally, the Village has 196 full time employees and 36 part time employees for a total of 232 employees. Those employees work out of 5 main facilities being Village Hall, Public Works, Police Headquarters, Fire Station #1 and Fire Station #2. There are 6 different unions that represent the majority of the employee population. The main portion of non-union employees work at the Village Hall.

This communications plan is based on the best practices, analysis and input from:

- The Village Board and Village Manager
- Each of the department heads
- Internal and external surveys
- A review of the established communications efforts and materials
- A review of past communications strategies
- A review of other communities' communications practices.

This communications plan is outlined in the following sections:

1. Overview-

- A. Guiding Principles
- B. Purpose
- C. Anticipated Outcomes
- D. Communication Priorities

2. Communication Practices-

- A. Target Audience,
- B. Current Communication Methods

3. Communications Priorities and Action Plans-

- A. Policy
- B. Outreach & Technology
- C. Two Way Communications
- D. Internal Communications
- E. Improved Messaging

1. OVERVIEW: Guiding Principles, Purpose, Outcome, and Communication Priorities

A. **Guiding Principles:** The perception of the Village of Hanover Park is shaped by the quality of its communication efforts. The following Guiding Principles were used in the development of the Communication Priorities outlined in this Communication Plan:

- **Mission and Vision Statement-** the Village's Mission is to provide responsive and effective municipal services toward the goal of maintaining a good quality of life for residents and businesses within the community. The Village's Vision is to be recognized as a community that: Is a great place to live, work and do business; Offers convenience through technologies; Is fiscally responsible and transparent
- **Quality Communications-** facilitate to have excellent communications to all residents by providing accurate and useful information to improve their Hanover Park experience.
- **Proactive-** the approach is to achieve specific goals, create effective communication strategies and open lines of communication with residents rather than simply respond to inquiries.
- **Transparency-** the Village of Hanover Park strives to be responsive to our residents' concerns and operate in a fiscally responsible and efficient manner. Government transparency, or the ability to access information and documents, is a priority of the Village President, Board of Trustees, and staff.
- **Timely Communications-** in today's day and age, with the immergence of Social Media and streaming video, communication needs to be timely.
- **Themed Messaging-** Communications will emphasize messaging on themes established by the Village Board, Strategic Plan and staff input.
- **Two Way Communication-** Whether internally or externally, two way communication lends itself to providing feedback and will lead to improved collaboration and better outcomes.

B. **Purpose:** The Purpose of this Communications Plan is ensure that communications from the Village are well coordinated, effectively managed and responsive to the needs of the Village's residents, businesses, Village Board, and employees. The purpose of this communications plan is aligned with the Village of Hanover Park's Vision Statement:

The Village's Vision is to be recognized as a community that: Is a great place to live, work and do business; Offers convenience through technologies; Is fiscally responsible and transparent

- C. **Anticipated Outcomes:** The Anticipated Outcomes for this plan are increased community engagement, increased customer service to residents and an enhanced image for the community. The outcomes of this communications plan are rooted in the Hanover Park Mission Statement:

The mission of the Village of Hanover Park is to provide responsive and effective municipal services toward the goal of maintaining a good quality of life for residents and businesses within the community.

D. **2-Year Communication Priorities:**

- **Policy Development-** Develop communication policies and procedures that are consistent with the mission and vision of the Village and enhance communications to the residents.
- **Outreach and Technology-** Expand and improve upon how the Village communicates with the residents, businesses and organizations of Hanover Park. Utilize the latest technology and expansion of social media to strengthen the messaging and information that is provided to Hanover Park residents, business community, general public and media.
- **Two-Way Communications-** Facilitate 2-way dialogue between Village government and Hanover Park residents so they have can be part of the decision making process, provide feedback and be aware of Village services and activities.
- **Internal Communications-** Increase the level of the communication to all employees about Village initiatives, events, co-workers and Village services to enhance their working environment and knowledge of Hanover Park.
- **Improved Messaging-** Communications will emphasize and reinforce themes established by the Village Board, Strategic Plan, Committees and staff input.

2. COMMUNICATION PRACTICES: Target Audience, Current Communications Methods

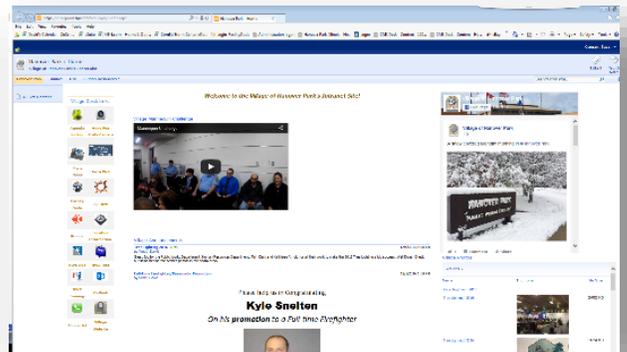
A. Target Audience: Identifying and prioritizing your target audience is a key component to an effective communications plan.

- **Hanover Park Residents-** The residents of Hanover Park are the highest priority target audience.
- **Hanover Park Businesses and Non-profits groups/Organizations-** Hanover Park has a significant manufacturing base and strong retail market. Their participation in the Village is key to a strong commercial employment base and variety of products and services offered.
- **Village Board, municipal employees, volunteers and committees-** There are approximately 300 individuals in this audience. Effective communication with the Village Board is important for effective and responsive governance. The individuals employed with the Village are in a wide variety of jobs and responsibilities. Well informed employees are an important factor in delivering quality, customer service to residents and visitors to Hanover Park. Establishing solid communication with our volunteers and committee members is essential as they are public representatives of the community.
- **Commercial sector outside of Hanover Park-** Positive and effective outreach is a priority in an effort to recruit commercial and small businesses into Hanover Park.
- **Media-** Media coverage can have a significant influence on the image of Village and all communication with the media should be vetted with the Public Information Officer. Establishing a professional and collaborative relationship will enhance the ability to promote Village events, activities and perspective.
- **Residents Outside of Hanover Park-** Hanover Park is a great place to live, work and do business. This message needs to resonate outside of Hanover Park through the use of our communications efforts.
- **Other Municipalities and Governments-** Involvement and collaboration with other governments aids in enhancing the positive image of the Village.

B. Communication Methods: The following is an inventory of the communication methods currently used by the Village of Hanover. Identifying the audience and evaluating each of the methods helps to maintain up to date and effective communications.

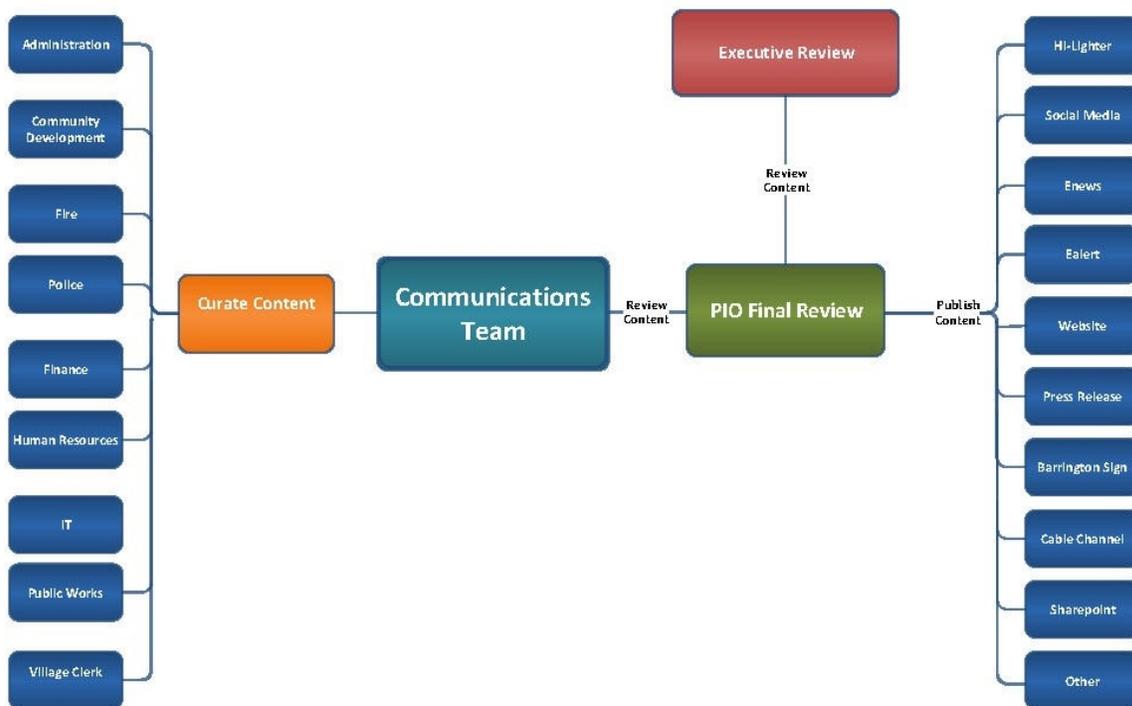
Internal Communication Methods

- **Sharepoint-** An in-house website that is divided up into different “pages” that are available for employees to download documents, forms and view information. Each department has the ability to have an internal page to list information that is necessary for day to day efficient operations and communication. The information is updated by each of the department that has information listed.
- **Sharepoint Homepage-** The recently created Sharepoint Homepage is an internal webpage on Sharepoint. The purpose of the home page is to give all the employees a single location to receive information about what is going on at the Village. Included on the Sharepoint Homepage are:
 - Village Announcements- The Village Announcements section features information such as new employees, promotions, Village event information and any announcements that will go out to all employees. If you can't remember something from an announcement, simply click the Village Announcements link. All announcements are archived on the page. Get to know all new employees, not just the ones in your department, by reading their profile and seeing their picture. Welcome them to the Village!
 - Village Facebook Feed- Quickly view all the Village Facebook posts via the Facebook Feed on the page.
 - Village Photos- View photos from employee and Village events.
 - Village Event Calendar- Included on the site is an event calendar with information on what events or other activities are occurring within the Village. Click on the link to get more information.
 - Village Quick Links- The quick links have been expanded to include more useful links for use by all employees. The quick links area is designed to give you quick access to all internal web resources like New World and Kronos.
- **Email-** Emails are the staple communication method for getting basic information to the Village Board members, employees, volunteers and committee members in a timely fashion.
- **Strategic Plan-** Developed by elected officials and department heads, the Strategic Plan reviews existing strengths, weaknesses, opportunities and threats and establishes goals necessary to address the identified issues.
- **Manager's Weekly Update/Minute with the Manager-** Completed on a weekly basis and sent to elected officials and department heads, the Weekly Update contains important information and updates that have occurred throughout the previous week. The Minute with the Manager is an edited version of the Weekly Wrap that is sent to all employees via Sharepoint to update them on what is occurring in the Village.



- **Department Head and Departmental Meetings-** The Village Manager and department heads meet weekly to review a set agenda, which includes discussion on upcoming Board meetings, employee openings and concerns, and to discuss issues in each department that are of interest and concern.
- **Communications Team-** This Communications Plan establishes a Communications Team to assist with the curation and coordination of content for of the Village's communications efforts in a timely fashion. The Communications Team is made up of representatives from all of the departments in the Village who meet on a regularly scheduled basis to assist in the coordination of the Village's outreach on events, activities, information and scheduled services.

PUBLIC INFORMATION FLOW CHART



External Communication Methods

- **Village Website-** www.hpil.org contains several pages of general information about the Village. Departments have been assigned specific pages that they are responsible for updating and maintaining. The Village Manager's Office approves all changes and postings to the website.
- **Hi-Lighter Newsletter-** Published six times per year, this newsletter is sent to all Village homes and businesses. It is written and designed in-house by the Village Manager's Office under the supervision of the Deputy Village Manager. It is printed by an outside vendor and sent out in an electronic version to individuals who have signed up for eNews. It can also be viewed on the Village website, as well as archived issues of the Hi-Lighter.
- **eNews-** eNews is an electronic newsletter sent via e-mail to subscribers every Friday. The purpose is to notify subscribers of Village news, special events and other information approved by the Public Information Officer.
- **eAlerts (Fire, Public Works, and Police)-** eAlerts are sent out via e-mail to persons signed up to receive these types of communications via the Village website. eAlerts are typically for one-time events. Their purpose is to notify the public about public safety or emergencies such as boil orders, weather bulletins, or news of an urgent nature related to their department.
- **Press Releases-** Press Releases are sent out via e-mail to various media contacts. Press releases are sent out to promote special events and /or to inform the public about incidents that have occurred within the Village, announcements from the Village, or other various news and events.
- **Email-** Emails are sent to residents, businesses and the media who have contacted elected officials or municipals employees to ask questions or receive information.
- **Barrington Road Sign-** The Barrington Road sign is updated weekly or more frequently if needed, to notify the public about important information such as upcoming special events, community events and information, and other general messages regarding Village services or information.
- **Water Bills-** Sent out monthly to Cook and DuPage County, water bills have a section in which the Village can place a short message within water bill.
- **Government Access Channel 17-** Available to both Comcast and AT&T subscribers, the Government Access Channel 17 contains numerous slides with general information about the Village and our special events. It also contains other community events and information as deemed relevant and approved by the Public Information Officer.
- **Facebook Page and Twitter-** The Village's Facebook page and newly created Twitter account are utilized to keep residents, employees and the general public up-to-date on the latest news and information going on in the Village of Hanover Park.



- **New Resident Guide-** A guide developed to inform new residents about important information related to the Village of Hanover Park. The guide is available in both a printed version and electronically. This guide is updated by the Village Manager’s Office as needed.
- **New Business Guide-** A guide developed to inform new businesses about how to establish a business in the Village of Hanover Park. This guide will provide the steps that must be taken to meet the requirements to open a new business. The guide is available in both printed version and electronically. This guide is updated by the Village Clerk’s Office and the Inspectional Services Office.
- **Nixle Alerts-** The police department currently uses Nixle, which is a community information service that allows individuals to receive geographically relevant information. This service is free to all persons and is available to anyone with a cell phone, smartphone or computer. The Police Department uses Nixle to send alerts via text message and email. While the majority of Nixle alerts pertain to road closures or traffic delays due to accidents, the Village could also utilize Nixle for other events such as power outages, weather related emergencies and special events.
- **Crime Mapping-** The Village offers a free online public crime mapping program to residents, located at communitycrimemap.com. This program allows residents to map out incidents that have occurred throughout the Village and sign up for alerts to notify them of incidents that have occurred in their area. The system also contains an internal component comprised of analytics programming the police department uses to forecast and analyze crime data and trends. This program is available for officers to use at any time in roll calls or their squad cards.

3. PRIORITIES ACTION PLANS

A. Policy Development



The first key step in the development of this Communication Plan is to develop a branding exercise strategy that will facilitate a consistent look, design and message that will improve Hanover Park brand recognition. Several steps within this communications plan, such as website and electronic template design, cannot proceed until decisions are made regarding the Village’s brand review. Once this has been completed a revised policy can be written to meet the requirements determined in the branding exercise.

Communication Priority: Policy Development			
Internal Initiative: Review and Develop a New Brand and Logo Policy			
Actions	Measure of Success	Who’s Responsible	Target Date
Research and Develop a new Brand and Logo Policy	A new, updated policy is developed that incorporates information from a branding exercise or similar exercise that defines the use of the Village Brand and Logo	PIO	June 2017

**Develop a new
Communication
Policy**

Currently there are several policies that cover individual aspects of communications from the Village. Some of the policies are outdated or are still in draft form. Development of a comprehensive policy that will cover the guidelines for distribution, publication, content and reporting of all Village communications is needed. The following are some of the forms of communications that will be covered under this new policy: Hi-Lighter, eNews, Social Media outreach, Corporate Partnership Program and advertisements for Village events.

Communication Priority: Policy Development			
Internal Initiative: Develop a New Communications Policy			
Actions	Measure of Success	Who's Responsible	Target Date
Review current communications methods	A full review of the current methods will be done to incorporate into the policy development	PIO	June 2017
Review and Revise all current policies into a singular Communications Policy	The new policy will be a comprehensive policy that details the guidelines for distribution, publication, content and reporting of all Village communications.	PIO	June 2017
Outline how the 2017 Strategic Plan Goals will be communicated	An outline will be created showing how the goals from the Strategic Plan will be communicated	PIO	Each update to 2017 Strategic Pan

**Multicultural
Outreach in
Communications**

It has been expressed by some that the Village may need to take steps to have better communicative outreach to the non-English speaking segments of the community. The Village has a large Hispanic population (38%) but also has a large Asian demographic (15%) as well as a noticeable presence of Eastern European languages that are not identified by census data due to its incorporation into the white (38%) demographic. Development of a policy will be needed to take into account which communications will be translated, if any, and what languages it will be translated to. The PIO will research and develop recommendations in this area.

Communication Priority: Policy Development			
Internal Communication Initiative: Multicultural Outreach in Communications Policy			
Actions	Measure of Success	Who's Responsible	Target Date
Research the issues regarding providing communications in other languages.	Prepare a recommendation to the Village Board	PIO	June 2017
Write a translation policy for the Communications Policy	The policy will meet the approval of the Village Board	PIO	June 2017

B. Outreach & Technology



Budget and contract with a website and content management vendor who can provide the latest technological advances in website design and function. Currently 15-20 different individuals provide and update content to website that needs to be approved. A user friendly content management system is a must. The following items should be considered in the redesign of the website: strong visual images that enhance the viewer experience and showcase Hanover Park, integration of Social Media, predictive search, alternative text for visually impaired (ADA compliance), best practices in website design, analytic and intuitive design, and a notification and submit forms module, Search Engine Optimization and strong customer service support. The website redesign should be tied directly to the branding exercise listed in this Communication Plan and should be consistent with the design of other communication tools. As stated in the policy section of this plan, the branding exercise is recommended to tie all the design elements together on all communications templates for a consistent message.

Communication Priority: Outreach & Technology			
External Communication Initiative: Website Redesign			
Actions	Measure of Success	Who's Responsible	Target Date
Review expectations with the Village Board and Staff	A list of wants and needs will be developed to be used during the selection process for the website redesign	PIO, IT	February 2017
Research best practices for municipal websites that can be used in selecting a website design company	A list of best practices will be used in selecting a website design company with budget.	PIO, IT	March 2017
Develop a process to select a website design	A website design company will be selected within budget and meets the needs of the Village.	PIO, IT	March 2017
Complete a website design	A new website will designed and go live.	PIO, IT	October 2017

**Redesign of
eNews, eAlerts and
all other electronic
templates**

The current electronic template or design of the eNews and other communications put out by the Village is in need of a new look. As a stop gap measure until a branding exercise can be evaluated, the templates for the electronic communications were redesigned in September of 2016. The Village is using a new outside vendor that has easy to use design features and has consistent viewing whether on a mobile device or desktop computer. As stated in the policy section of this plan, the branding exercise is recommended to tie all the design elements together on all communications templates for a consistent message.

Communication Priority: Outreach & Technology			
External Communication Initiative: Redesign eNews, eAlerts and other electronic templates			
Actions	Measure of Success	Who's Responsible	Target Date
Redesign electronic templates for eNews, eAlerts, etc.	The redesign will meet the design recommendations of a branding exercise.	PIO, IT	August 2017

**Increased use of
Video**

As part of this plan, the increased use of video on social media, eNews and the website will be used. The use of video, live video and streaming video are all gaining in popularity. It has been regularly reported that posting video on social media can boost the reach of your content by over 100% over a post with a picture. Currently Facebook and Twitter offer Live Video applications as well as posting recorded videos. The use of these videos will drive up the reach of our social media content and bring more individuals to "Like" our Facebook page or "follow" our Twitter account leading to more connections for our information. Staff will continue to research the latest technology in this area.

The production of short subject videos can be a great way to respond to issues in the community, inform the general public and highlight activities within the Village. The PIO and IT staff will research the feasibility to produce low cost videos by easy to use technology to advance the messaging of the Village. The use of video for internal training for large amounts of employees is an efficient and cost saving avenue to provide training. Staff will be researching the best options and technology to provide this training. The Sharepoint intranet has recently been used to provide this service for employee.

Communication Priority: Outreach & Technology			
External Communication Initiative: Increased Use of Video			
Actions	Measure of Success	Who's Responsible	Target Date
Research the feasibility of producing short videos to emphasize Village events and messaging	A recommendation for budgeting and staffing will be completed for the FY2018 budget.	PIO, IT	December 2017
Conduct a cost benefit analysis of in-house production of videos versus using an outside vendor.	Make recommendations on the production of videos that are cost effective for the Village.	PIO	June 2017
Produce in-house videos for training	Effective videos are produced that are used to train staff in house.	PIO, IT	March 2017



The Hi-Lighter newsletter has been a staple in the community for many years. It serves as a bi-monthly unified message to residents on the happenings and information related to Hanover Park such as major issues, accomplishments and programs. It is currently produced by the Manager's Office. The Hi-Lighter is produced in "hard copy" form as well as reproduced in a digital format. The hard copy format is still desired as an established print media for residents who don't have access to or like using an electronic device to receive information. The digital format is used to reach residents and other by being placed on the village website and emailed to residents who have signed up for notifications via the Village's electronic mailing list. The Hi-Lighter has not been redesigned since 2011 and is in need of a new look. The redesign of the Hi-Lighter should be tied directly to the branding exercise listed in this Communication Plan.

Communication Priority: Outreach and Technology			
External Communication Initiative: Redesign Hi-Lighter Newsletter			
Actions	Measure of Success	Who's Responsible	Target Date
Redesign Hi-Lighter	The redesign will be consistent with the branding exercise recommendations	PIO, Executive Assistant	January 2018

**Expansion of
Social Media**

Social media engagement is a key component to the success of the Village promoting its message and information. The importance of good content to be used on social media drives the success of any application whether Facebook, Twitter, etc. Currently the Village has a relatively new Facebook page and the Police Department has an established, successful Facebook page and Twitter account. As part of the preparation for this communications plan, the Village created a new Twitter account. Twitter is historically used by a younger audience and this is certainly a demographic the Village would like to reach, considering the Village has one of the youngest media ages in the Northwest Suburbs. As part of this Communications Plan, the PIO will be exploring the feasibility of expanding to use Instagram. Instagram is another application that is heavily favored by younger users.

As stated, currently both the Police Department and Village are using social media applications at a high level. To coordinate of the social media outreach, the PIO will be researching and demoing a social media content calendar. These calendars are used to plan, create, and promote your content all in one place. They are used to streamline your time and helps you grow your audience through content plans and team collaboration. Content can be pre-scheduled and users given assignments to find and post content at later dates. One easy to measure metric is the amount of growth on your social media pages over a period of time.

Communications Priority: Outreach and Technology			
External Communication Initiative: Expansion of Social Media			
Actions	Measure of Success	Who's Responsible	Target Date
Increase Facebook Page "Likes"	The new Facebook page will reach 3,000 "Likes"	PIO	December 2018
Research creating a Village of Hanover Park Instagram account or other platform to reach a younger demographic	A recommendation will be made whether to further expand the social media accounts of the Village.	PIO	December 2017
Develop a process to better organize the posting of content	A process will be developed to curate and schedule the posting of content on social media in an efficient manner.	PIO	June 2017



There has been previous discussion that the business community is generally disengaged with the Village. Village businesses in general do not heavily participate in networking events and are generally focused more on the global environment of the Chicagoland area rather than locally on the Village. The PIO will work with the Community & Economic Development Department on a detailed contact data base of the businesses in town to facilitate efficient communications, develop quality content for the redesigned website to attract businesses to the webpage, will spotlight Hanover Park businesses in our social media efforts and reach out to all businesses in town to be active participants and sponsors in the Village's 60th Anniversary celebration.

Communications Priority: Outreach and Technology			
External Communication Initiative: Increased engagement of the Business Community			
Actions	Measure of Success	Who's Responsible	Target Date
Create a detailed communications data base to contact businesses	A database will be created to facilitate quick communications to businesses	PIO, Community Development	December 2017
Develop content for the redesigned website to attract businesses to the website	Increased participation from businesses to our website	PIO, Community Development	December 2017
Develop special correspondence to solicit businesses to be active participants in 60 th anniversary	A process for contacting businesses to participate in the 60 th Anniversary will be completed prior to 2018.	PIO	December 2017
Revise and create a 2017 New Business Guide	The revised New Business Guide will contain updated information.	PIO, Inspectional Services	March 2017

C. Two Way Communication



The Village will research and conduct a citizen satisfaction survey in an effort to get feedback on residents' experiences and opinions regarding Village services.

Communication Priority: Two Way Communication			
External Communication Initiative: Citizen Satisfaction Survey			
Actions	Measure of Success	Who's Responsible	Target Date
Conduct a Citizen Satisfaction Survey	Complete the survey and report the details	PIO, Dept Heads	January 2018

Minority Recruitment

The PIO will work with the Human Resources Department and the departments to increase the effectiveness in the Village communications to minority groups and associations to increase participation in the Village of Hanover Park job recruitment process. The PIO and Human Resources will research and develop new communications tools to increase outreach and grow our job applicant pool of candidates.

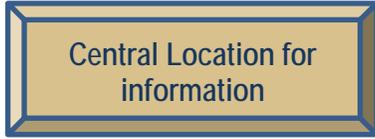
Communications Priority: Two Way Communication			
External Communication Initiative: Minority Recruitment			
Actions	Measure of Success	Who's Responsible	Target Date
Review current communications procedures related to minority recruitment.	Complete an assessment of the Village's current process and make changes as appropriate.	PIO, HR	December 2017
Research new communication tools or methods to improve minority recruitment	If applicable, implement new tools or methods to improve minority recruitment and measure their success.	PIO, HR	December 2017

Commenting on Facebook

Currently the Village of Hanover Park Facebook page does not allow individuals who have "liked" the page to comment on specific posts. The page however does allow individuals to message the Village using Facebook Messenger. The Village can then respond to inquiries answering the message. The Police Department Facebook page permits individuals to comment on posts. In 2017, the PIO will review the Village's Facebook policy and make a recommendation on whether the policy should be changed to allow commenting to occur or continue with the existing practice.

Communication Priority: Two Way Communication			
External Communication Initiative: Commenting on Facebook			
Actions	Measure of Success	Who's Responsible	Target Date
Evaluate the "no comment" policy on Facebook	A decision on commenting will be made with supporting documentation	PIO	August 2017

D. Improve Internal Communications



Feedback from employees has determined that there is room for improvement in the lines of communication between the Administrative staff and employees in the topics of information sharing about events/activities in the Village, more information on new employees, promotions, awards and having easy access to employment documents and information. In September of 2016, a new Sharepoint internal website was created as a unified location for all employees to receive information. Information will be posted on a regular basis to keep employees informed and interested in what is occurring with the organization and Village. The new internal website is a pilot program and will be reviewed for its performance. Staff will be upgrading this program and expanding the functionality of it in 2017 if the site is reviewed positively.

Communication Priority: Improve Internal Communications			
Internal Communication Initiative: Central Location for Information			
Actions	Measure of Success	Who's Responsible	Target Date
Create a central repository for employees to receive information from the Village	An central location for all employees to receive information will be created	PIO, IT	June 2017
Upgrade Microsoft Sharepoint	The upgrade will be completed and staff trained on its use and functionality.	PIO, IT	December 2017



As part of the Sharepoint initiative, there is the ability for individual departments to create their own pages that can house everyday documents and information relevant to the department. It allows easy access to documents and information without having to contact the department. This is more efficient for the employee and the department. These pages need to be updated and the information reviewed.

Communication Priority: Improve Internal Communications			
Internal Communication Initiative: Easy Access Employee Forms and Information			
Actions	Measure of Success	Who's Responsible	Target Date
Expand the functionality of the Human Resources Sharepoint Page.	A redesign of the Human Resources Sharepoint page will include up to date forms and information for all employees.	PIO, HR	December 2017

Disseminating More Information

The Village will look to provide employees with as much information as possible to make them well informed employees. The Village will provide a weekly summary of the activities of all the departments of the Village to all employees. The document

will be called "Minute with the Manager" and will be shared on Sharepoint where the document can be viewed.

Communication Priority: Improve Internal Communications			
Internal Communication Initiative: Disseminate more Information			
Actions	Measure of Success	Who's Responsible	Target Date
Create a document for employees to know what is occurring at the Village	A document is disseminated in a timely fashion to all employees regarding what is occurring at the Village	PIO	January 2017
Train staff to share and post specific information on Sharepoint	Sharepoint will have regularly scheduled information on the Hanover Park Main Page	PIO, IT	March 2017

E. Improved Messaging

Conduct a Branding Exercise

The Village will budget to conduct a branding exercise to help analyze the needs of the Village. The Village currently has an established Logo, Mission Statement, Vision Statement, tag line and graphics. The branding exercise will review and make

decisions regarding all of these items. The branding exercise will help identify a new look and feel for the Hi-Lighter, eNews, eAlerts, press releases, cable channel slides and stationary. The exercise will review these items to ensure consistency with the new branding.

Communication Priority: Improved Messaging			
Internal Communication Initiative: Conduct a Branding Exercise			
Actions	Measure of Success	Who's Responsible	Target Date
Research a cost effective Branding Exercise	Conduct a cost effective Branding Exercise that will be used across all communications mediums at the Village	PIO	August 2017

60th Anniversary

In 2018, Hanover Park will be celebrating its 60th Anniversary. The planning and development for it will begin and is some funds are allocated in the FY17 budget. The PIO will research and develop recommendations to promote this yearlong event.

The PIO will review the recommendations with the Special Events Committee for implementation. Based on the approved recommendations from the Committee, funding will be considered during the FY18 budget process.

Communication Priority: Improved Messaging Internal Communication Initiative: 60th Anniversary			
Actions	Measure of Success	Who's Responsible	Target Date
Research Costs for the 60 th Anniversary	Development of a cost effective budget	PIO	October 2017
Develop a Communications Strategy for the 60 th Anniversary	An action plan for promoting the 60 th Anniversary will be completed	PIO	December 2017

Develop and Use Themed Messages

Emphasizing themes within the Village's messaging will help establish the Village's brand, vision and target issues of interest identified by the Village Board and staff. Themed messages should have the particular audience in mind and develop specific content for the message. The themed messages could

come in various forms such as hashtags, photos, tag lines or focusing on a specific topic for a predetermined period of time.

Communication Priority: Improved Messaging External Communication Initiative: Develop Themed Messaging			
Actions	Measure of Success	Who's Responsible	Target Date
Develop themed messaging for areas identified by the Village Board and staff	Increased use of the themed messaging across our communication methods.	PIO	December 2018

Conclusion

This Village of Hanover Park Communications Plan is designed to provide the foundation for how the Village of Hanover Park will communicate with our target audiences over the next 2 years. It represents the immediate communication needs of the Village. The Communications Plan is designed to correspond with the 2017 Strategic Planning Process and is presented in an organized, scheduled manner to ensure that the benchmark dates for the Action Plans are met in a timely fashion. The Communications Plan is presented to be flexible and may transition or evolve over time in order to meet the new challenges or needs of the Village.

The Village of Hanover Park Communications Plan could not have been completed without the assistance from Mayor Rodney S. Craig, Hanover Park Village Board, Village Manager's Office, and staff members whose input and insight were vital for its development and implementation.

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ACKNOWLEDGEMENT

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