

Hanover Township Strategic Planning FY 2010

**Consultant's Report
November 2008**

**Prepared by
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Curtis H. Wood, Ph.D.**

We appreciated the opportunity to assist Hanover Township again by facilitating your strategic planning session on November 22, 2008. We commend you for the thoughtful and collegial way that you went about discussing, evaluating, and prioritizing the 2010 department and Board goals as well as the long-term Board goals. We were particularly impressed by the consistency between the outcomes of the planning process and the Township's reaffirmed mission statement. This report summarizes the results of your strategic planning process.

Mission Statement

The mission statement promulgates the township government's overarching purpose, role, and values. At the November 22, 2008 strategic planning session, the Board and township administration revisited the current Hanover Township mission statement. There was unanimous agreement among the board that the current Hanover Township mission statement (see below) need not be amended at this time.

Mission Statement

Hanover Township is committed to providing an array of quality, cost effective, community based services; to acting as a dynamic organization which continually assesses and responds to the changing wants and needs of our residents; and to delivering services in a responsible and respectful manner which benefits the community as a whole and promotes a personal relationship with our residents.

We again recommend that the township mission statement be widely shared with township staff, citizens, and businesses. For example, the mission statement should be visible to employees and the public at all township facilities and placed on official public reports, documents, and letterhead. We would also suggest that it be incorporated in some way into the materials for township board meetings. This could be by means of a large sign with the Township's mission statement that is displayed at each board meeting, or it could simply be by having the board's agenda always on

letterhead that includes the mission statement.

Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

At the November 22 session, the Board reviewed the township internal strengths, internal weaknesses, external opportunities, and external challenges that were developed during the November 2007 strategic planning process. Several small edits were made to the SWOC analysis, but, in the opinion of the board, last year's analysis remains relevant and applicable. Below is the final list of strengths, weaknesses, opportunities, and challenges which were identified and endorsed unanimously by the Board:

Strengths (internal)

1. The township is in good financial shape due in part to conservative budgeting techniques.
2. The township offers a diversity of services.
3. The township has excellent, dedicated township employees.
4. The township government has a good reputation.
5. The township has an open-minded Board.
6. The township has quality assets/facilities (e.g., the Senior Center).
7. The Board members are well connected and networked with civic and community groups.
8. The Board and staff have an excellent relationship with residents and other governments.
9. The township has a professional administrator.
10. The township has a Mental Health Board.
11. There are good transportation services in the township.
12. The township has a community health nurse.
13. The township has an emergency services unit
14. Welfare services are located close to the populations of need and thus responsive to citizens.

Weaknesses (internal)

1. Board communication with staff
2. Revenue constraints
3. No grants writer or a central clearinghouse for grants
4. Physical space constraints
5. The township relationship with Elgin could be stronger
6. Lack of resident awareness of the township services
7. Township has a limited service relationship with residents without special needs.

Opportunities (external)

1. Collaboration with neighboring governmental bodies
2. Grant opportunities (i.e. Homeland Security, Department of Justice, Mental Health Fund,

Foundations, CDBG, Park Districts, and IDNR)

3. Physical space for expansion of facilities
4. Elderly population is available that can use the Senior Center.
5. Civic/service organizations (i.e. Chamber of Commerce, Lions Club, and social service agencies) that can help leverage resources
6. Community and economic growth opportunities
7. External opportunities for Board/staff development from institutions such as Northern Illinois University, Center for Governmental Studies, other educational institutions, professional organizations, and privately run professional seminars
8. Development of committees
9. The township has broad statutory authority to provide public services.
10. Opportunity to use fee-based services for non-core and new functions/services

Challenges (external)

1. Adverse economic conditions affect demand for services and access to necessary resources
2. State codes pertaining to townships
3. State tax cap
4. Township has limited taxing authority that presents a revenue challenge.
5. Overcoming the poor reputation that townships have in general is a challenge, thus affecting Hanover Township's reputation.
6. There is a growing low-income, aged, and minority population with special needs.
7. Mental Health 708 statute
8. The impact of state and municipal politics on the township
9. Need to maintain town strengths in face of increasing demands and expectations for service
10. The jigsaw puzzle of overlapping, non-contiguous, and autonomous jurisdictions makes it difficult to develop and sustain relationships with other governments.

Strategic Goals

Strategic goals are the important short and long-term initiatives, projects, programs, or policies/plans that contribute to achieving the township mission. At the strategic planning session on November 22, 2008, the Township Administrator, Assessor's Office, Clerk's Office, Emergency Management Services Department, Facilities and Maintenance Department, Community Health Department, Highway Department, the Mental Health Board, Senior Services Department, Welfare Services, and the Youth and Family Services Department each reported on their year-to-date fiscal year 2009 accomplishments. Each then presented the Board with recommended 2010 departmental/office goals. Board members then asked Township department heads and officials questions pertaining to their fiscal year 2010 recommended goals and discussed the activities of each

department or official. The reports presented to the board by the departments, programs, boards, and officials are attached as an appendix to this report.

After the department representatives were excused, the trustees, the clerk, and the township manager discussed the recommended 2010 goals for the township Administrator's Office, Emergency Management Services Department, Facilities and Maintenance Department, Community Health Department, Senior Services Department, and Youth and Family Services Department. Each of these departments or offices derives its authority from the Board. The Board identified and prioritized the top three fiscal year 2010 strategic goals for each of the six departments from the list of goals provided by the department directors. Below are the top three fiscal year 2010 strategic goals (in order of priority) for the six departments. Each of these sets of strategic goals was unanimously agreed upon and endorsed by the Board:

Board Approved Departmental Fiscal Year 2010 Strategic Goals

1. Administration Department

- a. Research resource development opportunities including grants, and identify potential cost savings in township operations. Secure a minimum of \$25,000 in new resources.
- b. Conduct a comprehensive community needs assessment using a multi-phased approach including surveys, focus groups, and interviews to determine public opinion of township services and areas of need in the spectrum of social services available in the community.
- c. Implement fiscal year 2010 capital improvements per adopted Capital Improvement Plan, especially CDBG funded improvements at the Astor Avenue Community Center, construction of a senior citizens' park, and begin the planning process for FY2011 projects, including build out of Senior Center lower level.

2. Emergency Management Services

- a. Complete the township's emergency operations plan (EOP).
- b. Continue to develop program by addition of procedures and written guidelines for volunteers.
- c. Develop a trained volunteer base to meet the needs of the emergency operations plan (EOP).

3. Facilities and Maintenance

- a. Assess township-wide snow removal procedures and equipment.
- b. Astor Avenue Food Pantry renovation: utilize CDBG money, serve as project manager, interview architects to advise and create a clear direction for upgrades and possible additions to the building.
- c. Transportation preventive and general maintenance: maintain the working condition of the growing township vehicle fleet.

4. Community Health

- a. Prepare a long-term plan for the growth and development of the Department of Community Health
- b. Work closely with a new grant writer to identify potential auxiliary funding sources for crisis care fund, supplies, equipment, and expansion of services.
- c. Work cooperatively with local EMS, police, and healthcare providers to identify high risk clients, assist with disease management issues, and decrease emergency situations for the township residents, as applicable.

5. Senior Services

- a. Work with an outside consultant to review and evaluate the most efficient and effective way to provide senior services in the township.
- b. Implement the senior center business plan.
- c. Implement the transportation recommendations from FY 2009 and expand services.

6. Youth and Family Services

- a. Re-establish methods of clinical practice by evaluating existing documentation procedures, hiring of new consultants, establishing a formal in-service schedule, and securing new psychiatric care to improve the quality of family therapy, outreach, and other clinical services.
- b. Implement a business plan for a year round open gym program. Expand offerings of programs beyond school breaks within budget, research new internship placements, partnerships with park districts, and other resource options.
- c. Research, develop, and implement an alternative to the suspension program to service the middle school population within the township. Research the idea of an alternative to the juvenile court program.

Fiscal Year 2010 Board Goals

The Board also discussed the fiscal year 2009 Board strategic goals and unanimously approved the following fiscal year 2010 Board goals (in order of priority):

1. Adoption of an environmental policy
2. Define and develop the role of committees as partners with the Board on existing and new community-based services

Long-term Strategic Goals (After FY 2010)

The Board also revisited the long-term Board goals approved during the 2009 strategic planning process, and discussed other long-term Board goals that should be completed after fiscal year 2010. The Board unanimously approved the following long-term Board goals (in order of priority) that should be accomplished after fiscal year 2010:

1. Develop a comprehensive emergency preparedness plan for the township.
2. Develop an ongoing community needs assessment process for the township.

Implementation of the Strategic Plan

This strategic plan that includes the mission statement, the 20 fiscal year 2010 strategic goals, and the two long-term Board strategic goals should be submitted to the Township Board for review, discussion, and approval by resolution. After approval of the strategic plan by the Board and prior to the approval of the fiscal year 2010 budget, the township administration and township staff should develop the necessary action plans and performance targets for the department and Board fiscal year 2010 strategic goals. The action plans should identify the estimated cost, funding source, a timetable, performance targets and measurements, and who is responsible for achieving each strategic goal as well as how each strategic goal will be implemented.

The township should budget the necessary human and fiscal resources to ensure timely implementation of each fiscal year 2010 strategic goal. It is critical that township administration and department heads regularly monitor and assess the progress being made in achieving each strategic goal and regularly report such progress to the Township Board.

The Board should consider conduct another strategic planning session a year from now to assess the accomplishments made during fiscal year 2010, identify and prioritize the fiscal year 2011 strategic goals, and revisit the Board's long-term strategic goals. At that time, the mission statement should also be reassessed. We also recommend the Board consider expanding the strategic planning process to include a citizen priority survey, citizen focus groups, a business retention survey, and/or an employee survey to provide valuable information that can be considered by the Board and staff when developing the 2011 strategic plan. This is consistent with the board's goal of conducting an ongoing needs assessment process.

The Hanover Township Board and administration are to be commended for regularly revisiting the mission statement, conducting a SWOC analysis, and identifying/prioritizing short and long-term strategic goals. We wish you well in the implementation of the fiscal year 2010 and long-term strategic

goals. Successful completion of these important strategic goals will make it possible to build a better present and future for the citizens of Hanover Township. We are very pleased to have been involved in what we consider to have been a very effective and collegial strategic planning process. Please let us know if you have any questions or if we can be of further assistance to Hanover Township.

APPENDIX
Township Departments, Township Officials,
and
Mental Health Board Reports
As Presented November 22, 2008

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Assessor's Office

Submitted by: Thomas S Smogolski / Cathy Mikulski

FY09 Department Accomplishments

- 1. In January 2008 we set up a temporary desk at the Senior Center to help seniors file their exemptions. This worked out well for the seniors who were aware of it; we need to better communicate this service for 2009 to get a better turn out.**
- 2. We created a data base of all taxpayers who visited our office during the year so we can send notices for upcoming events from the Assessor's office and get feed back on their visit.**
- 3. We had two successful seminars to educate taxpayers on the tax process and how to appeal their assessments.**
- 4. We had a very successful outreach with the Board of Review during our reassessment which helped taxpayers file appeals.**

FY10 Department Recommended Goals

- 1. To create a questionnaire for homeowners to evaluate our office. We want to find out how their recent visit was, if they received answers to their questions, was our staff courteous and helpful, were they knowledgeable and able to help solve their problem.**
- 2. To improve on continuing education.**
- 3. To have one employee continue classes to become bilingual.**
- 4. To look into having an educational seminar for local Realtors and Attorneys so they can have a better understanding of how Cook County Tax calculations work with the 7% tax cap and the three new exemptions. This can help assure new home buyers and sellers they can receive accurate information for calculating estimated taxes at closings.**
- 5. To possibly purchase a sketching program to help taxpayers figure their lot dimensions and home size. This would help taxpayers to have information when filing appeals.**

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Clerk's Office

Submitted by: Brian P. McGuire

FY09 Department Accomplished Goals

- 1. In fiscal year 2009 we firmly established the Clerk's Department Auxiliary Staff program to assist in program delivery, special events and supplement office staffing. Currently this program has 14 participants and is on track to have 20 by fiscal year 2010. It is overseen by a volunteer who serves as the coordinator and who reports to the Chief Deputy Clerk.**
- 2. In fiscal year 2009 the Clerk's Department expanded its E-Government Offerings by posting all Town Board Meeting Minutes on the Township's website. The office also used the website to establish a community calendar which allows both the Township, civic and fraternal organizations to publish upcoming community events.**
- 3. The Clerk's established a Community Service Awards program that will begin to recognize the contributions made by individuals, businesses and organizations in the township. The guidelines for the awards have been drawn up by a committee made up of residents of the township and they will serve as judges for the process as well. The first awards event is scheduled to take place in March of 2009.**

FY10 Department Recommended Goals

- 1. Develop a matrix for measuring the clerical support provided to other departments to identify ways to improve this service.**
- 2. Establish a Quarterly meeting with Veterans Organizations within the township to assist in promotion of township services.**
- 3. Research additional ways to promote the passport service to increase revenues collected from this function.**
- 4. Work to increase the collaboration with the 6 municipal clerk's office within Hanover Township.**

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Emergency Management Services

Submitted by: Robert T. Page, Director

FY09 Department Accomplished Goals

- 1. Development of an emergency services unit**

- 2. Acquisition of vehicles**

- 3. Acquire volunteers to man the unit**

FY10 Department Recommended Goals

- 1. Continue to develop program by addition of procedures and written guidelines for volunteers**

- 2. Continued development on the township's emergency plan as required for certification**

- 3. Acquisition of vehicles and equipment such as a lighting truck or trailer, necessary to perform tasks as needed**

- 4. Develop volunteer base sufficiently, 30 to 40 members with a ranking system, to insure that the program becomes self sufficient**

- 5. Develop programs within the township to help residents prepare or avoid disasters such as the distribution of weather radios to the public**

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Facilities and Maintenance

Submitted by: Steve Spejcher, Director

FY09 Department Accomplished Goals

- 1) **Preventive maintenance.**
Prepared a list of all equipment that requires service. Conducted quarterly inspections, and completed a quarterly test on all alarms.
- 2) **Contractor Accountability.**
Set ongoing dates with housekeeping supervisor to evaluate work. Received quotes from HVAC contractors, checked references and hired new contractor. Conducted regular visits to all vendors working on township vehicles.
- 3) **Completed the installation of the new security alarm system and the changing of all exterior locks. Additionally, issued a building access agreement form for all employees.**
- 4) **The construction of the new Community Health Nurse office, and the renovation of the Astor Avenue building into the main site for the Welfare Department.**

FY10 Department Recommended Goals

- 1) **Astor Avenue Food Pantry renovation.**
Utilizing CDBG grant money, serve as project manager, interview architects to advise and create a clear direction for upgrades and possible additions to the building.
- 2) **Senior Park.**
Serve as the project manager and meet with consulting architects, engineers, local park district staff, the senior committee, and other professionals in regards to advice and suggestions of a senior citizen park. Put together a bid package go out for bid and oversee the construction.
- 3) **Snow removal.**
Assess Township-wide snow removal procedures and equipment.
- 4) **Transportation preventive and general maintenance**
Maintain the working condition of the growing Township vehicle fleet.
- 5) **Internal remodeling projects.**
Continue to look at remodeling the township in-house.

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Community Health

Submitted by: Trish Simon, RN, Director

FY09 Department Accomplished Goals

- 1. Wellness screenings our offered at the Victory Center, Astor Avenue, and Glendale Terrace Apartments on a regularly scheduled basis.**
- 2. Collaborated with the Administrator's Office and other departments to design new and improved service delivery area.**
- 3. Laid groundwork and implemented wellness opportunities and educational forums for township employees.**
- 4. Implemented a pilot employee wellness program to an individual Township business.**
- 5. Expanded collaboration with local fire/police departments for crisis intervention and need for education to residents and village personnel for wellness and proactive vs. reactive approach.**

FY10 Department Recommended Goals

- 1. Work cooperatively with local EMS, police, and healthcare providers to identify high risk clients and assist with disease management issues and decrease emergency situations for our Township residents as applicable.**
- 2. Work closely with new grant writer to identify potential auxiliary funding sources for crisis care fund, supplies, equipment, and expansion of services.**
- 3. Prepare long range plan for growth and development of the Department of Community Health.**
- 4. Establish a system to work collaboratively with our Township Emergency Management Director and Emergency Services Unit members.**

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Highway Department

Submitted by: Craig Ochoa / Sam Santangelo

FY09 Department Accomplished Goals

1. **Resurface two road projects (Douglas & Dennis in Elgin)**
2. **Purchase New Equipment (lawn mower, weed wacker, concrete saw)**
3. **Develop stronger working relationship with:**
 - A) **Hanover Township Administration**
 - B) **Village of Bartlett Public Works Department**
 - C) **Village of Streamwood Public Works Department**
 - D) **U-46 School District**

FY10 Department Recommended Goals

1. **Purchase New Equipment (possibly a new truck)**
2. **Resurface 2 roads & 1 bridge in cooperation with Cook County Highway Dept.**
Rohrssen Rd.
Glen Echo subdivision
3. **Resurface 1 – 2 “unincorporated” roads projects**
4. **Develop recycling program with residents of Hanover Township**
5. **Develop a better and much stronger “brand awareness & presence” with residents, communities & cities within the entire Township**

Hanover Township Mental Health Board (prepared by Danise Habun)

Mission Statement

The mission of the Hanover Township Mental Health Board is to advocate for increasing the availability and quality of mental health services through the development of a comprehensive and coordinated system of effective and efficient program delivery, accessible to all residents of Hanover Township

Vision Statement

The Hanover Township Mental Health Board ensures that services in the area of mental health, including developmental disabilities, addictions and substance abuse, are available to all residents of Hanover Township.

Strategic Plan Focus

The Mental Health Board strategic plan focus ensures that strategic plan is aligned with the Mental Health Board mission and vision and drives the strategic plan objectives.

1. **Development** – The Mental Health Board ensures that the quality of organizational and program development reflects the needs of all stakeholders and is aligned with the Mental Health Board mission and vision.
2. **Delivery** – The Mental Health Board ensures that all mental health services are effectively and efficiently delivered and are accessible to all stakeholders.
3. **Awareness** – The Mental Health Board ensures that awareness of mental health issues and resources are communicated effectively to all stakeholders.

Strategic Plan Objectives

The Mental Health Board strategic plan objectives ensure that the strategic plan is aligned with the Mental Health Board mission and vision and that all action items are specific, measurable, achievable, relevant, and time bound.

1. **Impact** - The Mental Health Board has a proven record of judicious distribution of funds.
2. **Advocacy** – The Mental Health Board acts as a strategic advocate at the local, state, and federal levels for all mental health issues.
3. **Stakeholder Relationships** – The Mental Health Board has strong relationships with all stakeholders.
4. **Communication** – The Mental Health Board ensures that there is an effective and efficient communication strategy and process that informs, inspires and engages all stakeholders.
5. **Allocation Strategy** – The Mental Health Board demonstrates an openness of mind and flexibility for future service needs, as they relate to mental health issues. The kinds of programs funded continuously reflect the needs of the community, as they relate to mental health.
6. **Valued Resource** –Residents of Hanover Township and other stakeholders view the Mental Health Board as a valued resource for the community.
7. **Mental Health Board Diversity** – The Mental Health Board reflects the diversity and perspective of the Hanover Township community, which includes demographics, geographic, social-economic and mental health field knowledge.

Top 3 Accomplishments FY09

1. **Board Related**

In FY09, the Hanover Township Mental Health Board increased its capacity to 9 members. New members to the Mental Health Board were appointed and sworn in during the month of May. A finance committee was formed and actively worked to design and present budget priorities and recommendations based on the strategic plan. A building committee was established and will meet to develop a renovation plan for the Hanover Township Mental Health Board's Community Resource Center.

In addition, as outlined in our strategic plan, The Hanover Township Mental Health Board approved recommended amendments to its by-laws to ensure consistency with the Community Mental Health Act and incorporated this document into the orientation and training of the new board members. A new agency review document was designed and incorporated into the grant allocation process to ensure consistency in disseminating mental health funds. A formal memorandum of understanding between the Hanover Township Mental Health Board and the Hanover Township Board has not been developed to date.

2. Community Related

- a. The Hanover Township Mental Health Board launched its Network of Care Mental Health Resource Website on October 15, 2008. The Mental Health Board was able to secure underwriting of \$4000 + for this initiative from the Association of Community Mental Health Authorities of Illinois. There have been over 41,000 hits on the site during the month of October. The Community Resource Specialist for the Mental Health Board has conducted training on use of the site with 3 area police departments. In addition, the Executive Director of the Mental Health Board has conducted training on the site with students at Elgin Community College and NAMI-Hanover Township. Future trainings include: all funded social service agencies, personnel of Hanover Township and a joint program involving seniors who participate in the Computer Lab at the Senior Center.
- b. The Hanover Township Mental Health Board has created and carried forward an aggressive public awareness campaign on issues related to mental health. Monthly faith community outreach breakfasts were held during April, May and June during which information related to mental health services, community supports and faith based efforts to assist those with mental illness was shared. Since the beginning of the current fiscal year, The Hanover Township Mental Health Board also participated in 10 health related fairs, 2 community fairs in Streamwood and Hanover Park, participated in the planning and implementation of a mental health recovery conference, celebrated the 5th anniversary of the TIDE Program, conducted the 1st year community needs assessment related to the strategic plan and sponsored an all day expo for persons with disabilities. This will become an annual event.

FY10 Action Items

1. Determine priority renovation needs at the Hanover Township Community Resource Center, develop plan to make building improvements and begin renovations.
2. Determine need for I&R/Crisis hotline. Fund if fiscally prudent.

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Senior Services

Submitted by: Barbara Kurth Schuldt, Director

FY09 Department Accomplished Goals

- 1. Evaluated Transportation through a web based survey, receiving a 35% response. An internal review and analysis of potential areas of improvement will be conducted and recommendations will be made to the Township Board by March 2009. Implemented Medicaid refunds for dialysis transport and in the process of implementing PACE vanpool and bus leasing options.**
- 2. Layouts for the lower level space are in development and will be presented to the Township Board by March 2009. Senior Committee and staff brainstorming sessions have been conducted. A Program Committee comprised of seniors has been created to establish a dialogue with our customers.**
- 3. By March 2009 I will present to the Township Board a business plan for the Senior Center including weekend and evening programs. Senior Center expanded hours on Saturday mornings from 8:30 a.m.-12:30 p.m. in May 2008. We achieved the goal of in staffing with one part time new hire and created new program opportunities.**

FY10 Department Recommended Goals

- 1. Focus on volunteer recruitment, recognition and procedures to ultimately involve more volunteers in new and creative ways to help with the operation of the senior center.**
- 2. Develop and implement Social Services HOPE(Helping Others Persevere Everyday) program if funded. HOPE would fund the hire of an employee or contracted individual with a MSW to conduct one on one therapy sessions and support groups at the senior center for seniors experiencing mental health challenges.**
- 3. Implement the senior center business plan with an emphasis on marketing.**
- 4. Implement the transportation recommendations from FY09 and expand services.**
- 5. Participate in the Ombudsman Project of the Legal Assistance Foundation of Metropolitan Chicago, training staff to act as advocates to nursing home residents.**

HANOVER TOWNSHIP
Fiscal Year 2010 Strategic Planning
Department Reports

Name of Department: Welfare Services

Submitted By: Michael Kelly / Aurea Picasso

FY 09 Department Accomplished Goals:

1. Expanded the General Assistance / Welfare services Department and the Food Pantry area with the move to the Astor Avenue Community Center.
2. Brought services closer to the actual residents who use the Welfare Services and Food Pantry.
3. Food Pantry and related services grew greatly with move to Astor Avenue.

FY10 Department Recommended Goals:

1. All repairs and modifications that were part of the move to Astor shall be completed.
2. Identify the extremely needy of the Township and how to help those in dire need; increase awareness of resources.
3. Conduct more joint projects with organizations in the Township.
4. Expand Food Pantry area, Work Area/ Receptionist area and hours of operation at both buildings.
5. Continue to work together with Youth Department to utilize Astor Avenue building and programs to their maximum.
6. Seek out grants for Welfare Services and the Food Pantry.
7. Additional staff to handle the increase of usage if GAWS and Food Pantry issues.
8. Interested in Visual GA software and software for Food pantry check-ins at reception area to entirely computerized operations.

Hanover Township
Fiscal Year 2010 Strategic Planning
Department Report

Name of Department: Youth and Family Services

Submitted by: John Parquette LCSW, Director

FY09 Department Accomplished Goals

1. Implement a staff development and teambuilding program to increase staff retention and morale to ensure continuity and quality of services. A shift in leadership has created less fear, more autonomy, more self-identified goals, enthusiasm, and less lag time in work performance. Employer workplace survey metrics greatly improved. We have hired a consultant to conduct two in-services to address management and creating a culture and a climate for success.

2. Develop a business plan for Astor Avenue Community Center to increase community awareness and use of the center programs. Business plan is currently being composed. After school programming has moved into three neighborhood schools. Partnerships have been established with the Scouts, the Park Districts, the Police Departments, and other departments of the township. Attendance at multiple school open houses has occurred. Door to door surveying and promotion of programming is taking place.

3. Develop a business plan for expansion of a year-round open gym program. Business plan is currently being composed. Successful negotiation with School District U-46 has occurred to secure gym site rental during school days free of charge. Starting to negotiate with park districts, churches and businesses to secure other possible resources to offset costs.

FY10 Department Recommended Goals

1. Evaluate customer service practices with focus on existing systems of practice/policy, appearance (physical space), and interactions in a continued effort improve and provide great customer service.

2. Re-establish methods of clinical practice by evaluating existing documentation procedures, hiring of new consultants, establishing a formal in-service schedule, and securing new psychiatric care to improve the quality of family therapy, outreach, and other clinical services offered.

3. Implement business plan for a year round open gym program. Expand offerings of program beyond school breaks within budget; research new internship placements, partnerships with park districts, and other resource options.

4. Implement business plan for Astor Avenue Community Center with a strong emphasis on building community while partnering with other established community resources.

5. Research, develop, and implement an alternative to suspension program to service the middle school population within the township. Research the idea of an alternative to juvenile court program.

Hanover Township

Fiscal Year 2010 Strategic Planning

Department Reports

Name of Department: Administration

Submitted by: James Barr, Administrator

FY09 Department Accomplished Goals

1. *Implement the FY09 Capital Improvement Program.* Coordinating efforts with Facilities and Maintenance and affected departments two sidewalks, a new Community Health office, the Astor Avenue conversion to house Welfare Services, and a variety of remodeling in the Town Hall have been completed, and the planning process for the FY10 CIP has begun.
2. *Update the Personnel Policy and human resource procedures.* A comprehensive overhaul of the Personnel Policy has been completed using benchmark data from comparable governments. A new staff orientation program has been established. New software is being implemented to track all HR functions across departments. All internal human resource forms have been digitized.
3. *Establish an Emergency Management Agency.* In FY09 a budget was created for the new unit. Collaborating with the Hoffman Estates EMA Director, who serves as the state EMA association president, hired a highly qualified EMA Director. Developing initial EMA services, recruiting and training volunteers, and acquiring necessary equipment.

FY10 Department Recommended Goals

1. Research resource development opportunities including grants, and identify potential cost savings in Township operations. Secure a minimum of \$25,000 in new resources.
2. Conduct comprehensive community needs assessment using multi-phased approach including surveys, focus groups, and individual interviews to determine public opinion of Township services and areas of need in the spectrum of social services available in the community.
3. Develop and implement a new Township website with additional e-government features, easier navigation, and additional web based resources for residents.
4. Ensure the continued development of the Emergency Management Agency through collaboration with the EMA Director, establishing strong intergovernmental relations, allocation of resources, and development of the Township Emergency Operations Plan and Emergency Operations Center.
5. Implement FY10 capital improvements per the adopted Capital Improvement Plan; specially CDBG funded improvements at the Astor Avenue Community Center, construction of a senior citizen park, and begin the planning process for FY11 projects including build out of Senior Center lower level.