

December 27th, 2012

To: The Hanover Township Board and Township Administrator.

Fm: Dr. Jerry Gabris and Dr. Kimberly Nelson.

Re: Summary Results from the November 18th, 2012 Strategic Planning Session.

Dr, Nelson and I wish to extend our deepest thanks for everyone who participated at the 2012 strategic planning session. This session was particularly important because it establishes a five year strategic planning cycle that will enable the Township to accomplish more complicated long term strategic priorities. This Report will summarize these strategic priorities and also summarize the Township Board's decisions regarding departmental service goals for the following fiscal year. Together, the long term strategic priorities when coupled with annual operating goals provide both a short and long term planning capacity for the Township Government. This commitment to efficiency and professional management enables Hanover Township to provide the best Township services available to its residents at a very high quality level at the most reasonable cost to the taxpayer.

This report builds on an earlier preliminary report that provided a full environmental scan of the Township considering various strengths, weaknesses, opportunities and threats. After reviewing the results of this SWOT analysis the Township staff and elected officials were able to identify potential strategic issues facing the Township over the next five years. These are issues that may rise to a level of strategic significance. They are typically longer term, complex, cost significant amounts of money to address, and involve policy issues that if not addressed could lead to negative consequences for Township residents.

Table 1 provides the results of this very preliminary consideration of potential strategic issues and suggests where they might be consolidated. Also, some might be eliminated because they do not rise to a level of strategic concern for the Township. At the meeting on November 18th, the participants were divided into two major groups where each was charged in recommending what it believed to be the issues that had the greatest priority. These discussions considered such questions as the urgency of an issue, its complexity, reasons why it should be considered strategic rather than tactical, and what value the issue had for Township residents if it were pursued as a strategic priority. The results of these deliberations are summarized in Table 2. These are the major strategic priorities that the Hanover Township Board has designated as its five year strategic goals – that will be the basis for its five year strategic plan. Township Staff will develop specific, step by step action plans for how these strategic priorities will be achieved over the five year time span, and review these on an annual basis with the Town Board. Until these strategic priorities achieve substantial completion, no new priorities will be added to the strategic plan.

Table 1. Potential Strategic Issues. The issues in italics received mention from more than one respondent. No single issue received a high frequency rating

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- 1) *Revenue diversification/revenue growth/long range financial planning*
 - 2) *Town hall renovations/space planning*
 - 3) *Major employment services initiative/unemployment*
 - 4) *Green efforts/recycling/sustainability*
 - 5) *Expanded promotion of township services/justification of township government/develop a marketing plan for each department*
 - 6) *Aging population of township/expanding senior services/market senior services to those coming of age—Club 59*
 - 7) *Izaak Walton property, how to develop?*
 - 8) *Keep taxes low and service levels high/continue to be the leader in township government. Some services may need to be discontinued or delivered in a different manner.*
 - 9) *Employee retention and stability. The board should consider raising salaries to recruit and retain higher quality staff.*
 - 10) *Developing a relationship of cooperation with other local governments. Government entities that cannot justify their existence may be in trouble in Illinois over the next few years.*
 - 11) Elgin satellite office—continued growth in that area of the township
 - 12) Continued growth in emergency services
 - 13) Restoration of parking lot on Route 59
 - 14) Improved organizational culture
 - 15) Use township departments to fill in service gaps from state and federal budget cuts. (Similar to # 5 and 8).
 - 16) Rebuild the Administration Center to match the design of the Senior Center (Similar to # 2)
 - 17) Consolidate jobs/cross train employees (Similar to # 9)
 - 18) Township employees should not be involved in day-to-day operations
 - 19) Reward employees and staff members who have gone beyond their expected service duties. (Similar to # 9)
 - 20) Possible consolidation of the road district into Hanover Township if the legislature fixes the road tax issue (Similar to # 1, 8)
 - 21) Inter-departmental collaboration (Similar to # 14)
 - 22) Technology utilization and integration
 - 23) Develop operating procedures for effective organizational communication and conflict resolution (Similar to # 14)
 - 24) Fund development (Similar to # 1)
 - 25) Better developed roles for committees
 - 26) Work with school district U46 to improve reputation of the schools (Similar to # 10)
 - 27) Lower Hanover Township tax rate to encourage new residents to move there (Similar to # 8).
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Table 2. Major Five Year Strategic Priorities for the Township.

1. Long-Range Revenue and Service Sustainability. The Township realizes that it must find ways to creatively increase basic revenue to provide for high quality services. This will be a high priority for the next five years. It will be up to the professional staff to find and develop new revenue opportunities. In all of this the need to develop clear communication with residents and service users is fundamental. The following types of revenue strategies may be pursued pending staff research and recommendations:
 - a. Linking revenue to specific services.
 - b. Referendum opportunities – to develop earmarked revenue streams.
 - c. Fund development.
 - d. Partnering with both private and public sector organizations.
2. Develop a Communications Plan. This plan will also be used to market township services and programs and raise resident awareness. The strategic value of the plan is to provide a centralized, cohesive message of what the Township government is all about so that there is a clear and consistent message for the Township. At the same time, the communication plan needs to have decentralized, departmental components that effectively communicates department services available to residents – so that residents know what the Township provides. This will help maximize resident use and value of Township services.
3. Acquire the Izaak Walton Property. This will provide Township amenities within the City of Elgin. This property should have a multi-use purpose and mission with an at-risk youth focus, yet strongly encourage outdoor recreational activities, ie., fishing, hiking, camping, water sports, and naturalist activities. It should if feasible provide a scout camp for area scouting groups.
4. Develop a comprehensive space utilization plan. This needs to begin immediately and address both short and long term space issues. It should address how the Town Hall space needs be addressed. This plan should be comprehensive so that it includes the space needs for other units within the Township.

The strategic priorities listed in Table 2 are in no specific order. They were all designated as high priorities for the Township for the next five years. It is the responsibility of the Professional staff to create specific action plans for each major priority and to report these to the Township Board by June of 2013.

Departmental Service Goals

The next section of this report summarizes the decisions made by the Township Board regarding the status of Departmental Service goals. Before these decisions are reported, we will first note the assumptions made by the Board regarding these Departmental summaries. The great majority of the fiscal year 2014 goal statements identified by the departments during the retreat reflect basic day to day service activity. There is no problem with this, but the Township Board does not need to annually instruct a Department to pursue goals that already constitute its core mission. Where a service goal is essentially repeating what a Department does on a day to day basis the Board's expectation is that the Department will "just do it." Where service goals address new activities that may require additional resources or staff, then, this would be the kind of activity the Board wants to provide feedback to the Department. When a service goal has been approved by the Board the Department should proceed with implementation.

In the following Departmental service goal analysis, all goals listed are those the Board would like to see accomplished in FY14 with the use of an action plan.

Administrative Services (In order of priority)

1. Create a strategic grant development workgroup with representatives from departments to assist with the prioritization of available grant opportunities and the development of grant applications.
2. Implementation of a Senior Center solar & energy efficiency project based on findings from the Smart Energy Design Assistance Center (SEDAC) energy audit.
3. Creation of a model for Township government strategic management with modules comprising strategic planning, action plans, department reports, performance measures, HT Stat, and the Quality of Life Index for the benefit of Hanover Township and other metropolitan townships.

Assessor's Office (In order of priority)

1. To have a map meeting with Cook County to reorganize neighborhoods.
2. Researching scanning of green sheets (sales) to reduce paperwork and gain more storage space.

Clerk's Office (In order of priority)

1. Institute credit card acceptance mechanics for the Clerk's office.
2. Compile Archive and Records Disposal for Office of Community Health, Community & Veterans Affairs, EMS, etc.

3. Internal: FOIA applicable fees policy; Committee minutes website updates; create Clerk's office procedures manual.

Office of Community Health (In order of Priority)

1. Conduct resident needs assessment survey for gaps in health-related services in the community.
2. Research and develop dental care program for adults focusing on primary and preventative dental care for the uninsured and underinsured.
3. Increase healthy lifestyle promotion to the post-high school young adult population (ages 18-30 years) and increase connectivity within this population to primary care providers for treatment and prevention services.

Community and Veterans Affairs (In order of Priority)

1. Collaborate with the Elgin Chapter of the Izaak Walton League for acquisition of property and plan for maintenance and utilization of property
2. Create weekly email newsletter of Township news, events, programs and services for email contacts on Township email list.
3. Partner with three Elgin area organizations to offer outreach seminars and programs at the Community Relations Office.

Emergency Services (In order of Priority)

1. Research and develop disaster preparedness plans utilizing various models.
2. Create vehicle replacement program. Replace at least one vehicle in FY 14.
3. Implement cadet program for younger citizens in emergency management.

Facilities and Maintenance (In order of Priority)

1. Work on town hall parking lot reconstruction, including the bid process and oversee construction.

2. If the Izaak Walton League property is acquired by the Township, develop a usage plan for the property and conduct renovations plans based on needs.
3. Conduct preventative maintenance on Senior Center roof by having outside contractors inspect the roof and then based on recommendations complete the required maintenance.

Highway Department (In order of Priority)

1. Implement road resurfacing project at North Rohrssen Rd. & crack fill.
2. Conduct Township wide recycling program with an expansion of vendors.
3. Continue with intergovernmental agreement (City of Elgin) and other community (U-46 School District) relationships.
4. Replacement of safety street signs and add new ones.

Mental Health Board (In order of priority)

1. Research and implement recommendations from the community needs assessment study.
2. Development of a micro-regional coordination framework for effective human services delivery. Based on the Township's adopted vision statement, this may include multi-agency wrap and/or coordination of services, capacity building, and addressing gaps in available funding and services.
3. Analyze and improve community resource center regarding agency usage.

Senior Services Department (In order of priority)

1. Develop outdoor programs. Utilize Runzel Reserve Space.
2. Collaborate with the Office of Community Health to develop and implement educational programs, physical screenings, to create evidence based outcome programs.
3. Implement and expand marketing plan.

Welfare Service Department (In order of priority).

1. Implement an Employment Resource Division within the Welfare Services Department to better meet the growing needs for unemployed and underemployed residents.
2. Develop a Community Service Referral process within Welfare Services to schedule and provide Community Service for residents needing to meet hours ordered by the courts as well

as national honor society and other service groups. All departments within the township would submit positions and times they could use a community servant.

Youth & Family Services Department (In order of priority)

- 1.** Create and develop substance abuse prevention programming and secure professional development training for staff to implement in school based, Positive Behavioral Interventions and Supports (PBIS) group work.
- 2.** Create and develop a school based, student driven, mentoring program to address PBIS Tier III at-risk youth while providing youth leadership training and support.
- 3.** Implement PBIS Tiers at Open Gym Program sites for at-risk youth and further develop the homework help portion of programming to include the Common Core standards required by state and federal law.

Summary

Now that the Township has established its five year strategic priorities, the responsibility shifts to the professional staff to develop and recommend plans of action. These action plans should provide specific goals, time tables, accountability procedures, action steps, and performance measures for ensuring that the intent of the Township Board is being successfully accomplished during the five year time frame. It is suggested that the Staff provide these action plans for each major priority by June of 2013. The Town Board should also expect an annual strategic planning assessment that reviews accomplishments to date, potential problems in addressing the strategic priorities, and to address any questions by a Board Member regarding the status of the strategic plan. Ideally, success of the strategic plan should factor in to the annual evaluation of the Township Administrator, and Department Heads responsible for specific strategic goals. At the annual strategic planning retreat, modifications and revisions of the strategic plan can be made as required by the Township Board. However, the Board should not add any new priorities until the five year cycle is complete.

Department Heads should proceed with implementing their proposed service goals that have now been approved by the Township Board. These are short term service goals that should be reviewed annually. This concludes the results of the 2012 Hanover Township Strategic Planning Session. It is finally recommended that the Township Board should by formal resolution adopt these five year strategic priorities, and departmental service goals as constituting the Township's Strategic Plan for FY14 to FY19.