

Hanover Township FY 2012 Strategic Plan

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Since November 2007, Hanover Township has conducted strategic planning annually, to enhance its planning and budgetary process. On November 19, 2010, Hanover Township conducted the FY 2012 strategic planning session. During the session, the Township Board, department directors, and agency officials reaffirmed the Township mission and vision statements, articulated the FY2011 accomplishments for each department, and discussed the short and long term strategic and tactical goals for the Township. The Township Board then discussed and prioritized the short and long term strategic goals for FY 2012-2015.

This Report summarizes the results of the FY 2012 strategic planning session.

Mission Statement

The township mission statement is an expression of the Township government's purpose, role, and values. At the November 19, 2010 strategic planning session, the Township Board and department directors reaffirmed the following mission statement:

Mission Statement

Hanover Township is committed to providing an array of quality, cost effective, community-based services, and to acting as a dynamic and responsive organization that delivers services in a responsible and respectful manner.

Vision Statement

The township vision statement represents the Board's expression of what can be accomplished during the next five years to realize the Township mission. At the November 19 strategic planning session, the Board reaffirmed the following vision statement:

Vision Statement

Hanover Township will become a sustainable government, recognized as a leader in facilitating collaboration among residents, businesses, public, non-profit, educational, and research institutions to produce integrated social services and effective governance.

Board and Department Strategic and Tactical Goals

The Township Administrator began this segment of the session by reporting on the FY2011 accomplishments for the township departments as well as the Assessor's Office, the Highway Department, and the Office of the Clerk. Following the discussion of the FY2011 accomplishments, the Township Board, Township Supervisor, Township Administrator, the Assessor, Township Clerk, Emergency Management Agency Director, Facilities and Maintenance Director, Highway Commissioner, Director of Senior Services, Director of Welfare Services, and Director of Youth and Family Services submitted and presented their proposed FY 2012 strategic goals.

The format for the 2012 strategic planning initiative represents a conceptual departure from earlier iterations of the Township's strategic planning processes. For 2012, Township officials were asked to differentiate between strategic and tactical goals and issues. In the past, many issues classified as strategic, could more accurately be understood as important routine

operational goals. Routine tactical goals likely comprise the basic mission for most Township departments and units. Strategic goals on the other hand, reflect attempts to change or to improve current operations in order to better achieve the Township Vision. Strategic goals reflect adaptive responses by Township departments to address new needs or changes within a department's environment. In this Report, strategic goals are separated from goals designated as tactical. This in no way diminishes the importance of a department's operational mission. In fact, departments will be expected to fully pursue and implement the tactical goals they have identified as central to their operational mission for FY 2012 – 2015. A second change in the 2012 strategic planning session was to differentiate between long and short term goals. This was done to reflect the fact that many strategic goals take longer than one fiscal year to accomplish. By developing consensus among Township officials regarding the time frame needed to implement a strategic goal, the Township will be in a better position to effectively fund its highest priority strategic initiatives.

A final objective of the 2012 strategic planning session was to identify broader Township wide strategic goals that might transcend specific departments. This was done to move away from a purely bureaucratic, silo driven perspective for designating what goals and issues should be considered strategic. The findings in the remainder of this Report reflect this revised format for how the Township now conducts its strategic planning process.

Board members, the township administrator, agency directors, and department directors then discussed whether each goal should be considered long or short term and “strategic” or “tactical.” Strategic goals are projects, plans, programs, or policies that 1) are central to achieving the township's mission and vision, 2) involve a departure to the status quo, 3) require township board approval, 4) are complex in that they involve inter-departmental, inter-agency, or

inter-governmental cooperation and coordination, 5) have considerable consequences for the organization and the public, 6) involve extra-ordinary financial resources, and/or 7) involve the use of external expertise. Tactical goals, on the other hand, can be considered routine or ongoing decisions, actions, or activities that make it possible to achieve the township mission and vision. Tactical goals can involve the implementation of Board policies, plans, and decisions or the means to improve departmental or organizational operations. As such, tactical goals are administrative in nature. Short term goals were defined as goals that would be accomplished by the end of FY 2012. Long term goals were any goals that might begin in FY 2012, but would take longer than one fiscal year to accomplish, up through FY 2015.

Department directors then presented their goals and explained whether they considered them strategic or tactical, and whether they were considered short or long term. The Township Board members then carefully reviewed these potential goals and objectives and asked Department Directors to explain their reasoning about how they determined the designation for each goal. This resulted in a better understanding of the criteria for classifying goals as strategic or tactical. After reviewing their goals and ideas, many department heads came to the realization that a large number of their stated goals were primarily tactical in nature. After reviewing over 90 potential goal statements, the Township Board and Department Directors reduced this to a potential list of 28 strategic issues.

Once the Town Board and Department Directors narrowed down the list of potential strategic issues, departmental directors departed from the meeting to enable the Township Board to further discuss and *prioritize* each proposed short and long term strategic goal. After a thorough consideration of each potential strategic issue, the Board determined the final list of short and long term strategic and tactical goals. The final list of short and long term strategic

goals can be found at the end of the report in *Appendix 1*. The final list of short and long term tactical goals can be found in *Appendix 2*.

The Board also determined by consensus the highest priority short and long term strategic goals in terms of achieving the township vision and mission (see below). Given that the initial list of potential strategic goals was successfully narrowed down to a much smaller list of truly strategic issues, the Township Board agreed that the remaining short and long term strategic goals would be equally ranked as high priority. Here are the results in no particular order.

High Priority Short Term FY 2012 Strategic Hanover Township Goals

1. Hire a professional grant consultant, send staff to advanced grant research and writing workshops, and apply for three new grants.
2. Form a food pantry sponsorship (ambassador) committee where community members will offer ideas to increase donations and develop new major annual fundraising events. The committee could also consider having an Octoberfest.
3. Purchase a new building to store all Highway Department and senior transportation equipment and vehicles.
4. Develop the Senior nutrition/congregate meal program.
5. Have a full time (32hrs/week) Emergency Services Director continue that department's impressive development.
6. Study how to build more efficiency into the bus transportation system to maximize ridership opportunities and minimize long-term financial burden.

High Priority Long Term Strategic Hanover Township Goals

1. Conduct a comprehensive township organization-wide space study and determine and implement necessary renovations for the Town Hall and other facilities.
2. Research and explore the development opportunities of an Elgin campus to house multiple departments and services.
3. Senior park project
4. Determine the feasibility of designing a youth job incubator

Conclusion

The Hanover Township Board and administration should be commended for their continued commitment to strategic planning. The Facilitators would like to note how well the FY 2012 and long term strategic goals connect with the township mission and vision. It is evident that the township elected officials and administration take their governing and management responsibilities seriously. We are confident the Township Board and administration can and will efficiently and effectively implement the FY 2012 and long term strategic goals, thus making it possible to realize the Hanover Township mission and vision.

Prior to FY2012, township administration should develop the necessary action plans for the highest priority short and long term strategic goals identified by the Board. An action plan for each strategic goal should identify how each goal will be accomplished such as who is responsible for implementation of each step toward the goal, a timetable for implementing each step, funding sources, and estimated costs. Administration should keep the board and public apprised of the progress made toward completion of each goal.

The action plan should also include performance targets and measures for each strategic goal. The performance targets should identify measurable expected outputs and outcomes during the implementation of each strategic goal that will make it possible for citizens, elected officials, and township staff to determine the results of each strategic goal.

The Township Board and administration should also determine which of the remaining short and long term strategic goals in Appendix 1 require an action plan. An action plan for the selected strategic goals should be developed prior to FY 2012.

We wish you well in the implementation of the short and long term strategic and tactical goals. Successful completion of these important goals will make it possible to build a better

future for the citizens of Hanover Township. We are very pleased to have been involved in what we consider to have been another very efficient, effective, and productive strategic planning session. Please let us know if you have any questions or if we can be of further assistance to Hanover Township.

Appendix 1: Township Short Term and Long Term Strategic Goals (Strategic goals marked in Bold were determined as the highest priority by the Board)

Town Board

Short Term:

- 1. Have a .8 FTE EMA Director continue that department's impressive development effort and take this into the future as part of its mission.**
- 2. Study how to build more efficiency into the bus transportation system to ward off a financial crisis.**
3. Have all township departments consider developing a short term emergency plan to address unanticipated needs connected with the current economic situation.

Long Term:

1. Have a green roof by 2015.

Administrative Services

Short Term:

- 1. Hire a professional grant consultant, send staff to advanced grant research and workshops, and apply for three new grants.**

Long Term:

- 1. Conduct a comprehensive township organization-wide space study and determine and implement necessary renovations for the Town Hall and other facilities.**
- 2. Research and explore the development opportunities of an Elgin campus to house multiple departments and services.**

Assessor's Office (see tactical goals in Appendix 2)

Short Term: (None)

Long Term: (None)

Clerk's Office

Short Term:

1. Compile, sort and determine retention of records of the Road District Schedule for records review and destruction with the local records Unit of the State of Illinois Archives Office.
2. Research vital records to be available through the Clerk's office. This will allow the township to provide residents records instead of them having to travel to the Cook County Clerk's office.
3. Research and obtain information and apply for a grant to continue Township records archival initiative.

Long Term:

1. Develop capacity to offer vital records to residents so they will not have to travel to the Cook County's Clerk's Office.
2. Apply for a grant that will improve the Clerk's Office archival Capacity and technical

competence.

Community Health (See tactical goals in Appendix2)

Short Term: (None)

Long Term: (None)

Emergency Services

Short Term:

1. Develop divisions for community preparedness and awareness which incorporates EOP, training, exercises and community presentations and involvement such as CERT and Ham radio.
2. Utilized as a resource to ILEAS and MABAS for equipment and personnel.

Long Term: (None)

Facilities and Maintenance

Short Term:

1. **Purchase a new building to store all highway Department and senior transportation equipment and vehicles**

Long Term:

1. **Senior park project.**

Highway Department

Short Term:

1. **Purchase a new building to store all highway Department and senior transportation equipment and vehicles**

Long Term: (None)

Senior Services

Short Term:

1. **Develop senior nutrition/congregate meal program**
2. Develop auxiliary “staff” members, minimal hour part-time instructors, and part-time program assistant position to increase program options and availability.
3. **Study how to build more efficiency into the bus transportation system to maximize ridership opportunities and minimize long-term financial burden.**

Long Term:

1. Develop long term research and educational relationship with a university to position Hanover Township Senior Center as a model senior services organization utilizing a longitudinal study regarding outcome based measures.

Welfare Services

Short Term:

- 1. Form a food pantry sponsorship (ambassador) committee where community members will offer ideas to increase donations and develop new major annual fundraising events. The committee could also consider having an Oktoberfest.**

Long Term: (None)

Youth and Family Services

Short Term:

1. Development of a Phase B of the alternative to Suspension Program. Phase B will include programming for students who are out of school serving suspension.

Long Term:

- 1. Determine the feasibility of designing a youth job incubator.**

Appendix 2: Township Short Term and Long Term Tactical Goals

Township Board

Short Term:

1. Review dispatch system for senior transportation.
2. Continue the “go to the Township” for other Townships to share ideas.
3. Continue the work group that upholds our environmental policy to continue to develop and adopt cost effective, energy efficient improvements for the Township.
4. Expand senior hours and activities for those who work.
5. Continue effort to enable residents to understand the Township and what we can do for them. We have made progress here but should find more avenues.

Administrative Services

Short Term:

1. Review resource development options including the Township-wide fee structures, purchasing efficiencies, and increase fundraising and donations.
2. Teambuilding in order to facilitate better inter-departmental communication and to break down the silo syndrome.
3. Utilize outcome based measurements to determine actual value-added to residents and to increase eligibility of external funding sources.
4. Further utilize community relations staff to address lack of resident awareness of Township services (for example, drive traffic to website).
5. Investigate the possibility of participating in the sister-city program.

Long Term: (None)

Assessor’s Office

Short Term:

1. Offer more continuing education for Assessors Staff to keep up their CIAO designations. This requirement now required by the Illinois Property Assessment Institute.
2. To help police homeowner exemptions for fraud, and to seek out eligible senior exemptions.
3. To offer extended hours on Tuesdays and Thursdays by appointment only.
4. To offer extended hours during the Township Appeal dates.

Clerk’s Office

Short Term:

1. Offer resources, communications and seminars to residents, schools, and businesses - regarding service availability.
2. Hold a township clerks meeting with the Village and city Clerks to gather and share information - and provide outreach to residents
3. Continue to take advantage of training available to the Clerk’s office staff such as FOIA, Notary, Passport, etc.

Community Health

Short Term:

1. Continue to explore grant opportunities and collaborative relationships with local agencies.
2. Expand space with renovations at Astor Ave. Site and at the senior center lower level with build out.
3. Increase numbers of unduplicated, high risk, uninsured clients for all screening sites and immunization clinics.

Long Term:

1. To have more free screenings in the area of dental, child psychology, and foot care to assist in the prevention of the spread of disease and illness.
2. Increase public awareness through education and health promotion to encourage early detection and treatment to minimize overall long term costs to the healthcare system and to increase the quality of life for residents.

Emergency Services

Short Term:

1. Develop divisions for community preparedness and awareness that incorporated
2. Research funding opportunities and apply for two grants.
3. Become part of Illinois Search and Rescue Council and integrate into ES.

Long Term: (None)

Facilities and Maintenance

Short Term:

1. Completion of Astor Ave/food pantry renovations.
2. Completion of Phase 1 of the Senior Center Lower Center renovation.
3. Completion of Mental Health Resource Center renovation

Long Term:

1. Phase 2 of senior center lower level build out.

Highway Department

Short Term:

1. Continue recycling program for Township.
2. Develop a more green environment program (ie., salt alternatives).
3. Continue financial support of senior transportation

Long Term:

1. Unincorporated sign replacement.
2. Continue to resurface targeted unincorporated and damaged roads.
3. Develop a crack fill program to repair damaged unincorporated roads.

Senior Services

Short Term:

1. Complete NISC/NCOA accreditation.
2. Research and evaluate the senior fee structure.
3. Financial resource development including the procurement of three new grants.

Long Term:

1. Expand program offering to attract the baby boomer generation of seniors.

Welfare Services

Short Term:

1. Continue to bring new programs to Astor Ave. So residents can improve financial literacy, education clients who are facing foreclosure as well as continue with employment counseling for any Township resident.
2. Develop a training program for general assistance clients as well as residents where Interview skills as well as how to dress for an interview will be taught as well as the importance of personal hygiene and other topics of discussion.
3. Increase the stock of fresh produce, perishables, personal care items, and paper products in the food pantry.

Long Term:

1. Develop relationships with other agencies where they would schedule office hours at Astor so residents would be able to get convenient services and develop active case Management collaborations with key agencies.
2. Once the renovation of Astor Ave. Is complete, offer the facility to Elgin College to teach ESL classes as well as other self-improvement seminars on an ongoing basis.

Youth and Family services

Short Term:

1. Research, apply and secure grant funding to further develop Youth and Family services programs.
2. Further develop the peer jury program to include service learning opportunities, leadership development, and job skills training.
3. Develop documentation for implementation of longitudinal and outcome-based measures for Youth and Family Services programs. Research the software opportunities to manage and track data.

Long Term: (None)