

Hanover Township FY 2013 Strategic Plan

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This Report summarizes the results of the FY 2013 strategic planning session held on November 18, 2011. Since November 2007, Hanover Township has annually conducted strategic planning to enhance its planning and budgetary process. During the FY 2013 strategic planning session, the Township Board, elected officials, and departmental directors 1) reaffirmed the Township vision; 2) discussed and approved a revised Township mission; and 3) summarized the FY 2012 accomplishments and recommended FY 2013 goals for each department and the Township Board. After the departure of the department directors, the Township Board and elected officials 1) discussed and agreed upon the administrative, service, and community relations long term strategic priorities that will guide the Township toward realization of the vision and mission and 2) prioritized the FY 2013 strategic goals for the Township Board, Administrative Services, Office of Community Health, Emergency Services, Facilities and Maintenance, Senior Services, Welfare Services, and Youth and Family Services.

Vision Statement

The Township vision statement represents the broadest expression of the ideal township, or the imagined best community. At the November 18 strategic planning session, the Board, elected officials, and department heads 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.

Mission Statement

The Township mission establishes the Township government's purpose, role, and values that make it possible to work toward realization of the vision. At the November 18, 2011 strategic planning

session, the Township Board, elected officials, and department directors discussed changes to the mission statement that were recommended by the Township Administrator. After discussion, there was consensus that the following Township mission be approved as presented:

Mission Statement

Our mission is to continuously improve the quality of life of Hanover Township residents by providing a unique array of quality, cost effective, community-based services acting as a dynamic organization that delivers services in a responsible and respectful manner.

Elected Officials and Department FY 2012 Accomplishments and FY 2013 Recommended Goals

The elected officials, township administrator, and township department directors summarized the FY 2012 accomplishments and FY 2013 recommended goals for their respective departments. The FY 2012 accomplishments and recommended FY 2013 departmental goals can be found in the Appendix at the end of the Report.

Township Board

Below are the Board FY 2012 accomplishments and the four most important FY 2013 Board goals as discussed and agreed upon by the Board.

FY 2012 Accomplishments (in no particular order)

- Hired a .8 FTE EMA Director.
- Studying whether to lease a bus rather than purchase a bus. The township still manually tracks bus routes. We still need to develop/purchase a computerized system for tracking bus routes. Also, we need to explore opportunities and solutions with regard to expanding the transportation services and developing a marketing program.
- Have not seen any short-term emergency department plans that address unanticipated needs connected with the current economic situation.

Township Board FY 2013 Goals (in no particular order)

- Conduct a feasibility study regarding the development of a township cemetery (Will be implemented by Administrative Services).
- Work more closely as partners with the Mental Health Board and committees. For example, there should be joint meetings or a recognition ceremony for committee members.
- The Board should allow township voters the opportunity to vote on whether the Hanover Township road district should be abolished.
- Ensure that township facility renovations (build outs) are energy efficient, follow Green best-practices, and are Leadership in Energy and Environmental Design (LEED) compliant.

Township Long Term Strategic Priorities

After the departure of the departmental directors, the Township Board and elected officials discussed and agreed upon the administrative, service related, and community relations long term strategic priorities that will guide the Township toward the vision and mission. Below are the three (3) long term strategic priorities approved by the Board and elected officials (in no particular order):

Administrative

1. Improve the quality and effectiveness of Township services and programs while reducing costs.

Service

2. Expand community-based services and outreach programs throughout the entire Township.

Community Relations

3. Commit to having a presence at community events and developing intergovernmental partnerships.

Next, the Board and elected officials prioritized the recommended departmental FY 2013 strategic goals (excludes the Board, elected officials, and Mental Health Board FY 2013 strategic goals), using the red dot method. The Board and elected officials agreed that departmental FY

2013 strategic goals receiving four or more red dots would be considered “major goals” and should be given the highest priority by the Board, the township administrator, and department heads.

Described below are the 12 major departmental strategic goals based on the number of dots allocated (in descending order), as well as the department primarily responsible for implementing each major strategic goal and the long term strategic priorities that are aligned with each major departmental strategic goal:

Major FY 2013 Departmental Strategic Goals

1. *Develop and implement a plan for youth employment and entrepreneurship by addressing youth employment opportunities, soft skill development, job coaching, researching for angel investments, and incubators (8 red dots).*

Department: Youth and Family Services

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.
- Service: Expand community-based services and outreach programs throughout the entire Township.

2. *Completion of all Hazards plan and crosswalk document (documents plan compliance with County/State rules) and obtain final certification for EOP plan (7 red dots).*

Department: Emergency Services

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.
- Service: Expand community-based services and outreach programs throughout the entire Township

3. *Develop and implement Runzel Reserve plan (7 red dots)*

Department: Facilities and Maintenance

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

4. *Develop cross training among and between departments to increase team building and efficiency in service delivery. (Example: Lower level build out Community Health/Social services division, Administration/Assessor/Clerk functions (6 red dots)).*

Department: Administrative Services

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

5. *Research the possibility of holding Adult Basic Education classes at the Astor Avenue Community Center for low income residents (6 red dots).*

Department: Welfare Services

Related Long Term Strategic Priorities:

- Service: Expand community-based services and outreach programs throughout the entire Township.

6. *Study and implement how to build more efficiency into the delivery of social services to maximize productivity of caseworkers including utilizing auxiliary staff and/or interns, developing standards for division operations, and bring external service agencies onsite (6 red dots).*

Department: Senior Services

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

7. *Research and implement transportation software solution to increase efficiency in the transportation division (5 red dots).*

Department: Senior Services

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

8. *Write Hazardous Home Site (hoarding) Procedure to be utilized by township staff in collaboration with local intergovernmental agencies and apply for Hanover Township Mental Health Board Challenge Grant for hazardous Home Site program (5 red dots).*

Department: Office of Community Health

Related Long Term Strategic Priorities:

- Community Relations: Commit to having a presence at community events and developing intergovernmental partnerships.
- Service: Expand community-based services and outreach programs throughout the entire Township.
- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

9. *Establish community education division to include CERT training, public presentations at schools and civic organizations, and outreach at community events (5 red dots).*

Department: Emergency Services

Related Long Term Strategic Priorities:

- Service: Expand community-based services and outreach programs throughout the entire Township.
- Community Relations: Commit to having a presence at community events and developing intergovernmental partnerships.

10. *Create and implement performance measurement system to effectively evaluate all Township operations through the use of outcome based measurements based on best practices (4 red dots).*

Department: Administrative Services

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

11. *Rebuild Town Hall and rear parking lot resurfacing project (4 red dots).*

Department: Facilities and Maintenance

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

12. *Renovate Town Hall foyer/reception area and Youth & Family Services lobby/reception renovations (4 red dots).*

Department: Facilities and Maintenance

Related Long Term Strategic Priorities:

- Administrative: Improve the quality and effectiveness of Township services and programs while reducing costs.

Conclusion

The Hanover Township Board, elected officials, and administration should be commended for their continued commitment to strategic planning. The facilitators would like to mention how effectively the Board, elected officials, and department heads worked together throughout the strategic planning session. It is very evident that the Township Board, elected officials, and administration take their governing and management responsibilities seriously. We are confident the Township Board, elected officials, and administration can and will efficiently and effectively implement the FY 2013 strategic goals, thus making it possible to address the long term administrative, service related, and community relations strategic priorities that are aligned with the Township vision and mission.

Prior to FY2013, township administration should develop the necessary action plans for the 12 major FY 2013 departmental strategic goals identified by the Board and elected officials. Each action plan should identify how each strategic FY 2013 strategic goal will be accomplished including who is responsible for implementation of each step, a timetable for implementing each step, funding sources, and total estimated costs. The cost to implement each major strategic goal should be included in the FY 2013 Township budget. Administration should keep the Board and public apprised of the progress made toward completion of each major strategic goal.

We wish you much success in the completion and implementation of the FY 2013 strategic plan. Successful completion and implementation of the FY 2013 strategic plan will make it possible to build a better quality of life and 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.

Appendix: Departmental FY 2012 Accomplishments and FY 2013 Recommended Goals

Assessor's Office

FY 2012 Department Accomplished Goals

1. Assessor staff has attended classes to keep up our CIAO designation.
2. We have extended our office hours on Tuesdays until 6:00 p.m.
3. Continue to expose homeowners who fraudulently file exemptions on a multitude of properties

FY 2013 Department Recommended Goals (In order of priority)

1. Cross train employees from other departments to assist in heavy volume times in the office.
2. Explore having staff spend a day or two at the satellite office in Elgin to reach more taxpayers in Hoffman Estates and Elgin.
3. Look into getting outside help for times of heavy traffic in our office.

Office of the Clerk

The Clerk's Office is continuously striving to provide fast, courteous and efficient services to the Township residents, Board, other departments, and other citizens through the most modern and cost-effective methods available, and to maintain the Township records in a systematic, orderly, logically organized, and accessible manner.

FY 2012 Department Accomplished Goals

1. Records Management: Compile and sort/determine retention of records of the Road District, Emergency Services, and Office of Community Health. Schedule for records review and destruction with the Local Records Unit Illinois State Archives for the Office of Community Health, Emergency Services, and Road District. (TBC March 30, 2012)
The Clerk's office has started the sorting and compilation process for the Road District records. A database has been developed for the archival system of the Road District records. A representative from Local Records Unit Illinois State Archives educated Township staff in regard to Managing Records and the Local Records Act. The archival program was introduced to the Office of Community Health and Road District; it will be introduced to Emergency Services and Facility & Maintenance later this year.
2. Vital Records: Research Vital Records to be available through the Clerk's Office (same as Cook County Clerk's Suburban's Courthouses availability) allowing us to provide residents' vital records instead of having them travel to a distant County Clerk's office. (Strategic - Long Term FY2015)
Research was made through the Cook County Clerk's office and a proposal was submitted for consideration. This is part of our Long-term goal and we will continue to research with the State to possibly have the Clerk's office be a Local Registrar for our residents.
3. Community Outreach: Offer resources, communications and seminars to residents, schools, communities, villages, and businesses.
The Clerk's office participated in many community outreach events this year, including those

we hosted: 2011 Passport Day in the USA, Community Shred, Business After Hours, Recycle Extravaganza, Chamber Business After Hours, and Voter Registrations, Bartlett Character Counts, parades, community festivals, For the Health of It!, etc.. Our office also provided information such as brochures to schools, chambers of commerce, businesses, and at the events to increase visibility of the Township services. We have several other events scheduled for the balance of this year.

4. Grant Writing: Research, obtain information, and apply for a grant to continue Township records archival, historical records initiative and for document imaging software and tools. (TBC March 30, 2012)

The Clerk's office researched and obtained information from ISHRAB for a potential grant. Our intent is to submit an application through ISHRAB to develop and/or carry out projects to identify, preserve, access, and use historical records.

5. Clerk's Annual Meeting: Hold a Township Clerks' meeting with Township village and city Clerks to gather information, provide outreach, and inform residents of the Township services. (TBC March 30, 2012)

A date has not yet been scheduled.

6. Professional Development: Take advantage of training available such as FOIA, Notary, Passport, Department of Natural Resources, voter information, computer and computer software skills, and website-related external software programs, etc., to better serve our community and cultivate knowledgeable staff. (TBC November 2011).

The Clerk has completed NIMS training, and the Clerk, Deputy and Assistant have completed the Passport 2.0 Refresher Course and Notary Public training.

FY 2013 Department Recommended Goals (in order of priority)

1. Records Management: Update the Application for Authority to Dispose of Local Records – Application No: 94: 021C and adding new applications for Office of Community Health, Emergency Services, Facilities & Maintenance, and the Road District. Work with Department Heads to gather information to submit on the Records Disposal Certificate for the State's approval.
2. Community Outreach: Offer resources and communications, and design special events to reach residents such as Voter Registrations, IL SOS Mobile Drive Facility Service, Cash Dash, Passport Day, Community Shred, and Business After Hours, etc.
3. Check Acceptance: Research procedures and cost, to discover if a check acceptance system in the Clerk's office would be appropriate.
4. Procedures and Manuals: Update the Clerk's office procedures and manuals, making the office more resourceful and efficient.
5. Redesign Clerk's Webpage: Redesign, refresh, streamline and update the Clerk's webpage allowing for more user-friendly and accessible information.
6. New Programs/Services: Research and implement, if feasible and appropriate, additional revenue generating services that could be offered in the Clerk's office such as Kids Safe ID Tags and Senior ID Safety Tags, and consider becoming a Bill Payment Center, Western Union/Money Gram Options, and/or ability to offer gift cards/visa reloadable cards.
7. Clerk's Office Staffing: Increase hours by 5 per week of the Administrative Assistant to the Clerk, allowing for coverage during busy times, as we are seeing increase in in-person traffic to our office and for coverage of the proposed Elgin Satellite Services office.

8. ISO Certification: Research and if appropriate, implement ISO Certification if it can help our office create better document control and records control systems.

Highway Department

FY 2012 Department Accomplished Goals

1. Continued with Township wide recycling program
2. Developed a greener environment program by using Brine (salt alternative)
3. Continued financial support of senior transportation
4. Continued replacing warning / safety signs and bring them up to new code

FY 2013 Department Recommended Goals (In order of priority)

1. Continue road resurfacing projects on specific damaged streets in unincorporated areas
2. Continue crack fill on damaged streets (which extends life of roads)
3. Continue with recycling program (environmental responsible practices)
4. Evaluate current equipment for possible replacement (lawn mower, chain saw, etc.)
5. Improve street lighting within certain unincorporated subdivisions

Administrative Services

FY 2012 Department Accomplished Goals

1. Hired a professional grant consultant to work in conjunction with the Management Analyst, sent staff to advanced grant workshops, and applied for new grant funding including a \$150,000 grant for at-risk youth in Streamwood High School, \$60,000 AARP nutrition grant, and an RTA grant for the Volunteer Express.
2. Reviewed resource development options and based upon review implemented new Township-wide fee structures, purchasing efficiencies, and increased fundraising and donations
3. Worked on teambuilding in order to facilitate better inter-departmental communication by increasing the utilization of cross-functional workgroups, Administrator attending department staff meetings on a semi-annual basis, and exploring interest in staff extracurricular activities.
4. Initiated concept development of outcome-based measurements by creating uniform department report metrics, exploring technology-based reporting, and developing longitudinal studies.
5. Further utilized community relations staff to address lack of resident awareness of Township services by creating media relations guidelines, increasing participation at community events, increasing website traffic, and actively pursuing a satellite office for residents of Elgin.
6. Investigated the possibility of participating in the sister-city program. Currently researching potential sister-city options and will present to the Township Board before the end of the fiscal year.

FY 2013 Department Recommended Goals (In order of priority)

1. Create and implement performance measurement system to effectively evaluate all Township operations through the use of outcome based measurements based on best practices.
2. Establish an office in the northwest portion of Hanover Township to provide satellite services and outreach programming for residents in Elgin and Hoffman Estates.
3. Develop cross training among and between departments to increase team building and efficiencies in service delivery. (Example: Lower level build out Community Health/Social services division, Administration/Assessor/Clerk functions)
4. Focus on acquiring software solutions to improve efficiencies. (Example: Electronic Health Records to be used for OCH, YFS, and social service clients, integrated financial and human resource software, and Customer Relations Management software)
5. Apply for and receive the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting to reflect our leadership role in fiscal management among Illinois Townships.

Office of Community Health

FY 2012 Department Accomplished Goals

1. Continued to explore grant opportunities by working with the Management Analyst to apply for grants pertaining to community health education and continued the expansion of relationships with local inter-governmental agencies, including municipalities in the area.
2. Expanding space with the renovations at Astor Avenue and the Senior Center. Astor will have a designated workspace intended solely for Community Health and the lower level build out will provide a nurses station, exam rooms, and space for local agencies to utilize.
3. Increased numbers of unduplicated, high risk, uninsured clients for all screening sites and immunization clinics.

FY 2013 Department Recommended Goals (In order of priority)

1. Establish monthly clinic space in Elgin and provide screening services and case management on routine basis.
2. Write Hazardous Home Site (hoarding) Procedure to be utilized by township staff in collaboration with local intergovernmental agencies and apply for Hanover Township Mental Health Board Challenge Grant for hazardous Home Site program.
3. Work with Management Analyst to apply for grant opportunities through the Foundation with attention to advancements in technology area/electronic health recording system and operational funds.

Emergency Services

FY 2012 Department Accomplished Goals

1. Developing community preparedness by having one officer complete the CERT Train the Trainer course with a CERT training to be offered to the community in the spring. Addressing community awareness by working on community outreach opportunities through school programs.
2. The department is being utilized on the ILEAS website as a resource listing to be eventually used in agency searches. Currently working with MABAS to meet qualification to be utilized as a resource. Continue to meet with local police and fire departments about the department's services and are being utilized on a more consistent basis.
3. Working with the Management Analyst to research grant opportunities. Currently looking for funding for new radios and the construction of an antenna tower for the Emergency Operations Center in the lower level of the Senior Center.
4. Became a member of the Illinois Search and Rescue Council with seven volunteers trained in search and rescue basics.
5. Completed the rules and regulations manual and distributed to all members. Reviewing current and older operational orders to determine necessary changes.
6. Wrote first draft of the "Comprehensive All Hazards Preparedness Plan" (EOP). The Plan must be approved by Cook County and in compliance with necessary State/County requirements.

FY 2013 Department Recommended Goals (In order of priority)

1. Complete the Emergency Operations Center in the lower level of the Senior Center and ensure it is operational including radios, computers, and data lines. Radio room and antenna should be completed at the same time.
2. Completion of All Hazards Plan and Crosswalk Document (Documents Plan compliance with County/State rules) and obtain final certification for Plan (EOP).
- 3. Establish community education division to include CERT training, public presentations at schools and civic organizations, and outreach at community events.

Facilities and Maintenance

FY 2012 Department Accomplished Goals

1. Conducted research and determined at this point alternate building for Highway and Senior Transportation is not necessary.
2. Consolidated grants, went out for bid and awarded contract to contractor for Senior Center lower level build out. Construction will begin mid-October.
3. Completed Mental Health Resource building renovations.

FY 2013 Department Recommended Goals (In order of priority)

1. Complete Astor Avenue building renovation.
2. Complete Town Hall and rear parking lot resurfacing project.
- 3. Complete Town Hall foyer/reception area and Youth & Family Services lobby/reception renovations.
4. Meet with area counterparts to discuss green initiatives.
5. Continue research on Runzel Reserve

Mental Health Board

FY 2012 Department Accomplished Goals

1. Completion of Mental Health Resource Center renovations that including the expansion of office space, upgraded fire safety, handicap accessibility, and interior upgrades.
2. Reduced administrative expenses by 30% by eliminating the part-time Community Resource Specialist
3. Position and transitioning from Executive Director to Coordinator.

FY 2013 Department Recommended Goals (In order of priority)

1. Establish and implement three year strategic plan and one year goals.
2. Review and implement new grantee reporting procedures.
3. Determine need for renovations on the front façade of the resource center and implement.

Senior Services

FY 2012 Department Accomplished Goals

1. Developed nutrition/congregate meal program and home delivered meal provider by partnering with Catholic Charities through Age Options by increasing food quality and options for seniors.
2. Studied how to build more efficiency into the bus transportation system by integrating the Mental Health Board Pace program into the division, partnering with Pace to utilize buses, and reduction of cancellations in scheduled rides.
3. Developed auxiliary “staff” volunteers for media, instructor, and clerical positions, hired hourly part-time arts and crafts instructor, and hired full-time Program Specialist to increase program options and availability.
4. Worked toward the completion of the NISC/NCOA Accreditation by creating an internal and external workgroup with the application process to be completed by the end of the fiscal year.
5. Researched and evaluated senior fees and implemented a new senior fee structure for transportation and programming and created a sliding fee scale for programming.
6. Implemented financial resource development including increasing fundraising for the volunteer luncheon, received donation to assist at-risk seniors, and applied for RTA grant for the volunteer express as well as AARP nutrition grant.

FY 2013 Department Recommended Goals (In order of priority)

- 1. Research and implement transportation software solution to increase efficiency in the transportation division.
- 2. Research and evaluate volunteer practices and develop a plan to standardize and expand volunteers and auxiliary staff as a vital resource to the department and community.
- 3. Study and implement how to build more efficiency into the delivery of social services to maximize productivity of caseworkers including utilizing auxiliary staff and/or interns, developing standards for division operations, and bring external service agencies onsite.
- 4. Expand resource development opportunities to diversify revenue streams for long-term sustainability of the senior center including conducting in-depth research at peer senior centers to understand revenue composition.
- 5. Expand intergenerational programs by linking students and seniors to share life stories through mixed media in a partnership with Youth and Family Services.

Welfare Services

FY 2012 Department Accomplished Goals

1. Held ongoing financial literacy groups for residents as well as have onsite employment counselor from CEDA monthly.
2. Developed a monthly Community Resource Group where residents as well as clients come to learn about interview skills, resume writing, personal hygiene, stress relief as well as services available within our township.
3. Increased the stock of fresh produce and perishable in the Food Pantry by partnering with the United Immanuel Church of Christ, Fiat Missionaries and Seasons Produce. Also established weekly pick up at the Northern Illinois Food Bank of fresh produce and meats to be stocked year round.
4. Working on developing an Ambassador Program and increasing donations to the Food Pantry and Foundation through the establishment of new annual fundraisers (Riverboat cruise, Oktoberfest)

FY 2013 Department Recommended Goals (In order of priority)

1. Launch Ambassador Program to create substantial annual giving program from community leaders and businesses to benefit the Food Pantry.
2. Increase donations to Welfare Services and grow sponsorships for Sponsor A Family and the Food Pantry.
3. Research to hold ESL, GED or Adult Basic Education classes at the Astor Avenue Community Center for low income residents.
4. Research to add additional social services and programming available at Astor avenue Community Center. These programs would include CEDA Furnace Program, Department of Human Services Outreach, and Salvation Army.

Youth & Family Services

FY 2012 Department Accomplished Goals

1. The Alternative to Suspension Program has expanded to include a suspension reduction option for schools, students, and their parents. This program is currently an option at Streamwood High School which entails a comprehensive assessment and recommendations in exchange for a reduction of days served in suspension. Also included in Canton and Tefft Middle Schools are weekly small groups that develop pro-social skills, accountability, and leadership.
2. Assisted in the application for a \$150,000 21st Century Community Learning Center Grant through the Illinois State Board of Education. If funded, YFS will hire, train, and implement a comprehensive, after school academic enrichment program to be offered at Streamwood High School.
3. Working with Elgin High School to develop a peer jury program for its school to handle disciplinary actions in a restorative justice model.
4. Working with the department consultant, in collaboration with Loyola University, to determine appropriate outcome-based measurements. Currently researching potential software options to collect data, determine trends, and measure clinical outcomes. Rewrote the consent forms for all programs offered to include consent for longitudinal data collection and studies.
5. Research has been completed on the various forms of youth job incubators. The ideals of entrepreneurship and social entrepreneurship have been explored as well as angel investing.

FY 2013 Department Recommended Goals (In order of priority)

1. If funded, launch and establish the Hanover Township SABRE Community Learning Center at Streamwood High School.
2. Establish a plan to provide services at the Hanover Township Elgin Satellite Office, including family therapy services and tutoring services. Further develop the partnership with Elgin High School to complete a needs assessment for service to be offered at Satellite Office.
3. Develop and implement a plan for youth employment and entrepreneurship by addressing youth employment opportunities, soft skill development, job coaching, researching for angel investments, and incubators.
4. Research and develop a community service program for youth and adults who have and have not been adjudicated through the court system. Program will include leadership and soft job skills development.
5. Increase fundraising activities to generate funds for the Open Gym Program and the Alternative to Suspension Program.