

New Trier Township

Strategic Plan

2007 - 2012



MOVING FORWARD

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Moving Forward: A Strategic Plan for New Trier Township

Developed and approved by the New Trier Township Board of Trustees
on October 9, 2007.

Supervisor Patricia B. Cantor
Trustee Diane G. Fisher
Trustee Alan Goldberg
Trustee Stefan Mozer
Trustee Bob Shen
Clerk Sheila K. Mitchell
Collector Joe Fell

Where We Serve

With a population of over 56, 0000, New Trier Township includes the villages of Wilmette, Kenilworth, Winnetka, and Glencoe, plus portions of Glenview and Northfield. There is also a small unincorporated area in Winnetka. More information about the Township and its services can be found at <http://www.newtriertownship.com>



Where We Are Located



The Township Office is located at 739 Elm Street in Winnetka, Illinois.

Our office hours are Monday through Friday from 9:00 a.m. until 5:00 p.m.

You may contact us at 847-446-8202.

Introduction

Responsible governments, as well as not-for-profit organizations and for profit institutions, need road maps to follow to enhance their efficiency, manage fiscal challenges and reach their ultimate goals. New Trier Township is no different.

The primary question we need to ask is where do we see New Trier Township in the next five to ten years? What is our vision? How can we be more effective and relevant to our residents? What changes do we see across the country that are reflected in our microcosm of society?



We are seeing a significant change in the growing number of people without employment and without the financial abilities to keep their homes, pay for health care, or provide food for their families. Even in an affluent Township like New Trier, the number of working poor has grown.

At the same time, thanks to modern medicine and scientific research, people are living longer and healthier lives. Our senior and disabled populations will continue to grow. Our youth with disabilities will become young adults. Are we positioned to meet these changing needs? Who and how will we be able to care for our seniors and individuals with disabilities as they age? Where will they live?

We also need to be concerned with our young people. This segment of the population are our future leaders, the building blocks and the social fabric of our emerging society. How are we assisting them to be able to take on the responsibilities of life? What support are we offering to those who struggle with the issues of stress, depression and substance abuse? How can we help them in making critical and responsible decisions?

Over the past year, your New Trier Township Supervisor and Trustees have been involved in a re-evaluation of the Township's current services, financial status, and the delivery of services to our residents. We have also surveyed our agencies, community people, and our Township staff with the question of how we are currently doing business and what needs are surfacing in our Township that we are not meeting. These are the front line people who personally interact with our residents everyday; hear their needs first hand. Our ever present question/concern is are we ready to respond to our changing society?

As Buckminster Fuller stated, "Life is a verb. Change, therefore, is constant. The best way to predict the future is trying to make it happen." We will continue to strive to be financially prudent, maintain our current services as appropriate, to be fiscally responsible in our assessment of what is possible within our means. We will continue to be a resource for our community for mental health, emotional and physical service needs. We will revisit our plan on a regular basis. As is the case with a strong strategic plan, this is to be regarded as a living document. It will continue to grow and evolve over the next five years as we implement each new project and program. Assessment is a continuing project of its own which, if done well, will present new opportunities and challenges for our Township.



Patricia B. Cantor
Supervisor

Major Areas of Concern

We have identified our major areas of concern and have created a working strategic document to follow for the next three to five years. The action plan will be reviewed on an annual basis, or more often, if appropriate.



AGING IN PLACE

One of the first areas of concern we identified is our aging population within the Township. Although many homes are being torn down, many more people are deciding to stay in their homes with needed help-services from the community. Where does the newest concept of “universal” design fit into our planning for seniors at home as well as persons with disabilities? Universal design is a relatively new paradigm that emerged from “barrier-free” or “accessible design” and “assistive technology”. What does this mean to the Township? What services do we have? For example, do we need to enhance our transportation services? Are our residents able to get to medical appointments? Are we seeing an increase in elder abuse? What resources do we have available for them? Who are the isolated seniors around us? Is there affordable day care for seniors close by? Do we have affordable housing options? Are there teen volunteers in our communities to help seniors with simple chores and errands? The list goes on.



LOW INCOME FAMILIES

We also see an increased number of low-income, financially stressed families in our community. We need to assess how best to aid residents whose income is low due to long term



unemployment or chronic under-employment conditions and who may also be lacking the ability to escape personal and economic contingencies. Do they have adequate health care options? Are there adequate day care scholarship dollars so mothers can go back to work? Are there dollars for after school care for the children? How many more families and individuals are using our food pantry and emergency services? How do we assist in locating employment?



YOUTH SERVICES

Our youth today, no doubt, face more complex challenges, than just a generation before. The rapid growth of information and communications technologies, have presented new challenges for today's youth. How do we engage youth in volunteer or social service activities that will contribute to their sense of self-worth? Do our teen drop-in centers have the resources to reach out to these young people? Could they be doing more in the Township to help neighbors instead of going outside our community to volunteer? What about intergenerational programs? Volunteering to work with people with mental and physical disabilities? Community cleanup projects? How do we encourage human relations and address diversity issues?



PEOPLE WITH DISABILITIES

In 1999, the Supreme Court upheld the Olmstead Act to ensure and affirm the right of individuals with disabilities to live in their own communities. We, in New Trier Township,

are fortunate to have several agencies devoted to meeting these needs. But there has been a paradigm shift in the manner in which these services are being funded. *Money Follows the Person* is an initiative that moves funding of needed services from an institutional setting to the community. It provides people with disabilities the freedom to choose where they want to live and get services.



PROJECTS OF TOWNSHIP SIGNIFICANCE (P.O.T.S.)

The Board of Trustees has created this fund, P.O.T.S., (Projects of Township Significance) to help identify needs, provide seed money, recruit new agencies, design a community grants program for potential service needs to serve New Trier Township residents, and continue to create new programs and projects for our community. In this way we will be able to respond in an appropriate and sound manner. We hope to be proactive rather than reactive to emerging needs.

Mission Statement

New Trier Township's mission is to provide leadership, advocacy and resources to benefit the physical, mental and social well-being of Township residents.

Guiding Principles

1. The Township's primarily role is to identify and address the needs of our community.
2. Our efforts are to create new, energetic ideas and programs while maintaining existing programs which are relevant and effective.
3. Our intent is to support, given due diligence and fiscal accountability, programs providing services to our neighbors: including youth programs; senior citizen supports; aid to persons with disabilities; food, shelter and emergency relief for people in need.
4. We seek opportunities to meet community needs by providing assistance directly to individuals as well as indirectly, through third-party sources/providers.
5. The Township will pursue coalition-building with other community entities and advocate on behalf of Township residents.
6. We believe that people have the freedom to choose where they receive services and assistance, including those the Township provides and supports.

Standards

As we develop our strategic priorities, we will uphold our underlying commitment to serve all Township residents in the most equitable, fair, and unbiased manner by:

1. Continuing community involvement through committees and leadership positions
2. Employing excellent staff and support personnel
3. Supporting and improving existing programs
4. Continuing to provide oversight of funded agencies
5. Serving as a clearinghouse/referral center
6. Providing updated information to our residents
7. Maintaining fiscal responsibility
8. Maintaining open and accessible government

Strategic Priorities

We will focus our resources and efforts over the next five years on these six efforts.

The Township officials developed these strategic priorities in consultation with Township residents, care providers, non-profit leaders, Township staff, legal representation, and legislative leaders. These priorities represent a continuation in the Township focus, and reflect what we believe to be the changing needs of the Township. We have attempted to address areas of weakness that keep us from achieving our mission, and we will focus our efforts and resources on the following areas:

1. Continue to oversee and fund programs in the traditional manner that do not fit the *money follows the person* model, including outreach, drop-in centers and counseling centers.
2. Encourage individual choice and the creation of more programs to support living and working in one's local community for those who would choose to, particularly for individuals with disabilities, seniors and those with severe mental illness.
3. Provide leadership to increase awareness of those who are more vulnerable in our community, and provide avenues to integrate those residents into the community, allowing others to provide services right in our own neighborhood.
4. Ensure that we continue to expand our ability to act as a clearinghouse to assist residents in finding appropriate services and to broaden public awareness of the Township as a resource.
5. Foster collaborative partnerships with other organizations, villages, state-wide initiatives, etc., in order to provide cutting-edge, legally current support and care.
6. Continue to encourage new programs and volunteer efforts through seed grants, community development block grants, requests for proposals, conference, etc.

Action Plan

We have developed a five-year plan to take consistent, measureable, coordinated actions that will help us move closer to our vision. The Township's plan consists of a series of tactics or projects to be implemented with regular reporting and review and will be directly related to our strategic priorities.

Strategic Priority*	Tactic
2,3,4,6	Community Support Grants <i>Money Follows The Person</i>
5	Provide leadership in coordinating and streamlining drop-in centers
3,5,6	Encourage drops-in to collaborate to provide stress reduction/mediation/yoga/balance training
5	Job training/day program – young adults with disabilities
5,6	Meet/work with committee chairs in shift in function from new strategic plan
2,4,6	Investigate and outreach to new agencies to submit proposal for funding to Township Board
1,5,6	Expand transportation vouchers, add as line item to budget, to assist w/medical appointments, possibly acquire van
2,4	Study Township use of Lake County domestic abuse shelter
3,4,5,6	Engage social service agencies in volunteer work in community; identify senior needs
5	Expand or fund adult drop-in center
6	Community Enhancement Grants made available to Township groups

3,5,6	Study prescription drug abuse issue with youth
3,5,6	Engage contractor volunteer to direct youth in ramp project
3,6	Study needs of working poor in Township. Determine eligibility guidelines
1	Restructure Township program for employment counseling, and employment counseling for persons with disabilities
5,6	Study need for health services, ENH clinic use in Township, lost services

*see page 10

For further information, contact:



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www.newtriertownship.com