



TOWNSHIP OF SCHAUMBURG
1 Illinois Boulevard, Hoffman Estates, IL 60169
Upper Level – Board Room
COMMITTEE OF THE WHOLE
May 21, 2025
7:00 PM

Teams: [Join the meeting now](#) ID: 235 781 066 833 Passcode: Ax2rG6RJ

The Township Board room is open during the meeting for public attendance but is subject to limited capacity. The Township will stream a live audio of the meeting in the Township Board room. Public comment is afforded on the conference line via Microsoft Teams. The public may also submit written comments prior to the meeting, which will be read by the Supervisor at the public meeting. We are requiring members of the public who wish to comment live or submit written comments at this meeting to the Township Administrator, Melissa Williams mwilliams@schtnw.org at least one hour before the start of the meeting.

I. Call to Order / Pledge of Allegiance / Roll Call

II. Public Comment

(Remarks limited to three minutes)

III. Presentation

TOS Why & Sample DEI Goals, Sue Mulvey, Dr. Sean Bailey
Mental Health Board, Executive Director, Quinette Hobson-Robb

IV. New Business

A. Preliminary Strategic Planning

a. Discussion of various Departments Strategies and Preliminary Board Goals.

B. Discussion on which Trustees to be signers on Township accounts. Replace Matt Steward, W. Robert Vinnedge. (local, available)

V. Announcements

May 28, 2025 – Regular Meeting of the Board, 7pm

May 29, 2025 – Family Game Night, 6pm

June 7, 2025 – Community Shed Event 8am - 11am

June 18, 2025 – Committee of the Whole, 7pm

June 19, 2025 – Township Closed for Juneteenth

June 21, 2025 – MTA Elected Officials Training 9am – 1pm

June 21, 2025 – Juneteenth in the Burbs, Harper College Pavilion 2pm – 6pm

June 25, 2025 – Regular Meeting of the Board, 7pm

June 26, 2025 – TOCC 5pm, Double Tree, Oak Brook

VI. Executive Session

VII. Adjournment

Any person who has a disability requiring an auxiliary aid or service for effective communication or a reasonable accommodation to participate in a Township meeting should contact Becky Cordes, ADA Coordinator and Director of Disability and Senior Services, by telephone at (847)285-4520 or by email at bcordes@schtnw.org, as soon as possible and at least 48 hours before the scheduled meeting.



Final Report to the Township of Schaumburg

Project Unify: Community Engagement and DEIA Assessment Report



Abstract

This report presents findings from Project Unify, a township-wide initiative designed to assess and enhance Diversity, Equity, Inclusion, and Accessibility (DEIA) across Schaumburg. Conducted from November 6, 2024, to February 27, 2025, this effort engaged 204 participants through 26 one-on-one interviews, 12 focus groups, and 13 webinars. The report highlights key community insights, including limited awareness of township DEIA efforts, confusion between township and village services, and significant barriers related to transportation, representation, and youth and disability support.

Participants expressed a strong desire for increased visibility of services, culturally relevant resources, and safe, inclusive spaces. To address these findings, the report recommends the Township of Schaumburg implement a multi-pronged strategy that includes enhancing visibility and clarity around township services, improving accessibility through expanded transportation and disability accommodations, increasing outreach via school and community partnerships, and fostering leadership diversity and cultural competency across public-facing services. These recommendations aim to guide future township efforts in building a more inclusive, equitable, and accessible community for all residents.

The report offers concrete recommendations to improve outreach, accessibility, and community engagement through partnerships, better communication, and infrastructure investments. These findings aim to guide future township efforts in building a more inclusive, equitable, and accessible community for all residents.

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Acknowledgments

Special thanks to the **Township of Schaumburg Board of Trustees**, the **Township of Schaumburg Project Unify Stakeholders**, and the following individuals for their invaluable support and contributions to Project Unify:

Melissa Williams, Becky Cordes, Luis Lizcano, Frances Borja, Bob Ogilvie, Victor Morales, Patti Dionesotes, Diana Nelson, Katy Trent, Roosevelt Groves (DEI Committee Chair), Susan Mulvey, and Linda McDonough (Harper College).

Executive Summary

Purpose & Background of Project Unify

Project Unify was launched by the Township of Schaumburg to better understand and strengthen Diversity, Equity, Inclusion, and Accessibility (DEIA) efforts within the community. Recognizing the evolving needs of its residents, the Township sought to gather meaningful feedback to inform future programming, partnerships, and public services. This initiative reflects the Township's commitment to building a more inclusive and equitable environment for all who live, work, and engage within its boundaries.

The initiative was guided by the Township's finalized DEIA goals as outlined in its Equity Lens Strategic Framework & Toolkit. These goals include inclusive recruitment and hiring practices, equitable access to public services, a supportive workplace culture, and community engagement rooted in trust and transparency. Project Unify was designed to not only assess current efforts but to align them with these pillars to shape meaningful, long-term change.

The research was led by **Dr. Sean Bailey, Chief Researcher**, alongside **Lisa Rodriguez-Hornbeck and Louie Parker-Bernstein**, who served as the core research team. Recognizing the evolving needs of its residents, the Township sought to gather meaningful feedback to inform future programming, partnerships, and public services. This initiative reflects the Township's commitment to building a more inclusive and equitable environment for all who live, work, and engage within its boundaries.

Community Engagement Efforts

The community outreach for Project Unify took place in two phases: November 6–December 12, 2024, and January 5–February 27, 2025. Led by Lisa Rodriguez-Hornbeck and Louie Parker-Bernstein, the research team conducted:

- 26 one-on-one interviews
- 12 focus group sessions (142 total participants)
- 13 webinars (36 total participants)

A total of **204 participants** engaged in these sessions, sharing experiences, perspectives, and recommendations related to DEIA within the Township. Demographic data was collected to ensure representation across age, gender, race/ethnicity, ability, language, and community role.

Key Findings & Barriers Identified

Community feedback illuminated several recurring themes:

- **Lack of visibility** of township services and confusion between Township and Village roles
- **Transportation barriers**, especially for working families, youth, seniors, and individuals with disabilities
- **Limited representation and leadership diversity** across community-facing roles

- **Cultural and language access gaps**, including lack of multilingual resources
- **Youth-specific challenges**, including access to job readiness programs and mental health services
- **Safety concerns and lack of support for LGBTQ+ individuals and people with disabilities**

Participants consistently expressed the need for inclusive spaces, culturally responsive outreach, and stronger communication strategies.

Recommended Next Steps

To address these issues, the report recommends:

- **Increasing visibility and clarity** of township services through multilingual materials, text notifications, and clearer branding
- **Expanding transportation access** and aligning service hours with community needs
- **Building partnerships** with schools, PTAs, libraries, and cultural organizations for better outreach
- **Enhancing inclusivity training** for township staff and expanding community engagement through regular public forums
- **Creating culturally relevant programs** that reflect the diverse needs of immigrant, disabled, and LGBTQ+ populations

These strategies are intended to guide the Township toward sustainable, community-informed improvements that align with DEIA principles and ensure that no group is left behind.

Introduction

Background of the Project

Project Unify was initiated by the Township of Schaumburg in response to a growing commitment to build a more inclusive community where residents, staff, and visitors are welcomed, accepted, and supported as their authentic selves. This effort reflects the Township's broader DEIA vision: to close the gap of understanding and ensure every individual can contribute to the thriving of all. Guided by the Township's Equity Lens Strategic Framework and Toolkit, Project Unify served as a critical step in aligning community voice with organizational DEIA goals and policies.

The foundational principles for this work emphasized shared responsibility across all levels of the Township—from leadership and staff to volunteers and the public—in order to embed DEIA into everyday operations and decision-making. also, the initiative was not just about internal reflection,

but also about external engagement and transparency. It laid the groundwork for building trust and forming meaningful strategies to shape the future of DEIA in Schaumburg. by the Township of Schaumburg in response to an increased community interest in evaluating how local services, programming, and policies reflect principles of diversity, equity, inclusion, and accessibility (DEIA). The Township recognized the need to create a strategic and inclusive path forward that centers community voices, especially those that are historically underrepresented or underserved.

Goals & Objectives of Project Unify

The primary goals of Project Unify were to:

- Understand the community's perceptions and experiences related to DEIA
- Identify strengths, gaps, and barriers in current township programs and outreach
- Create space for open dialogue among diverse community members
- Provide actionable recommendations to advance DEIA initiatives

Scope of the Research

The project engaged a wide range of community members including residents, community leaders, employers, nonprofit organizations, veterans, people with disabilities, LGBTQ+ individuals, multilingual households, and racial and ethnic minorities. Data was collected through 26 one-on-one interviews, 12 focus group sessions, and 13 community webinars, totaling 204 participants.

Timeframe of Engagement Efforts

The engagement was conducted in two phases:

- Phase 1: November 6 – December 12, 2024
- Phase 2: January 5 – February 27, 2025

Research Team Members

The research was led by **Dr. Sean Bailey, Chief Researcher**, supported by research team members **Lisa Rodriguez-Hornbeck** and **Louie Parker-Bernstein**. The team facilitated all sessions, ensured inclusive data collection practices, and synthesized findings to develop this final report.

Methodology

Overview of Data Collection Methods

Project Unify utilized a mixed-methods qualitative approach, intentionally designed to capture rich, community-informed insights related to DEIA across Schaumburg. As shared by Dr. Sean Bailey in the Project Unify kickoff webinar, the engagement process was intentionally framed to be “as

collaborative a session as possible,” with the goal of building a shared understanding of DEIA work through listening, participation, and action. The research approach emphasized that “every participant’s voice is important,” and that even divergent perspectives offer valuable insights for shaping inclusive township policy. This methodology aligned with the Township’s **Equity Lens Strategic Framework & Toolkit**, intentionally designed to capture rich, community-informed insights related to DEIA across Schaumburg. The methodology aligned with the Township’s **Equity Lens Strategic Framework & Toolkit** and was further informed by **preliminary findings from the Polco Survey** and planning laid out in the **Phase III Outreach Strategy**.

The research incorporated the following components:

- **26 one-on-one interviews**
- **12 focus group sessions**
- **13 community webinars**

These sessions were designed using key themes and gaps identified through Polco’s survey, such as barriers to access, feelings of exclusion, communication gaps, and the need for culturally relevant services. They were guided by DEIA-aligned inquiry to assess township strengths, challenges, and overlooked populations.

Integration of Prior Research

- **Polco Survey Insights** were reviewed in advance to shape the focus areas for community dialogue. Topics such as trust in public safety, access to mental health and social services, civic engagement disparities, and language barriers were specifically woven into interview and focus group prompts.
- **Phase III Outreach Strategy** provided a demographic and logistical framework that helped ensure all key populations—especially **non-English speakers, low-income households, seniors, people with disabilities, LGBTQ+ individuals, veterans, and youth**—were intentionally represented.
- The Township’s **DEIA Equity Lens** goals—such as equitable service delivery, inclusive policy development, and culturally responsive engagement—were used to validate the themes and inform the analysis.

Participant Representation

A total of **204 participants** were engaged across all formats. Special attention was paid to recruiting across gender, age, race/ethnicity, language, ability, and community role. Community members included residents, business owners, educators, civic leaders, and service recipients.

Data Analysis Approach

All qualitative data were thematically coded by the research team, led by **Dr. Sean Bailey** and supported by **Lisa Rodriguez-Hornbeck** and **Louie Parker-Bernstein**. Insights were categorized based on common themes and outliers, then cross-referenced with goals from the Township's **Equity Lens Framework** and key Polco findings. This ensured that conclusions drawn were both **community-informed** and **strategically aligned** with ongoing DEIA planning.

Community Engagement Overview

The Township of Schaumburg's approach to community engagement was shaped by a belief that inclusion begins with listening. This was clearly articulated by Dr. Bailey during the community webinar, where he emphasized that "diversity alone isn't enough—equity, inclusion, and accessibility ensure that everyone has a seat at the table." Project Unify intentionally sought to engage individuals across all demographics and welcomed voices that are often underrepresented in civic conversations.

Types of Engagement

Engagement efforts were intentionally diverse in format and outreach, including:

- **26 one-on-one interviews** with residents, service providers, and community leaders
- **12 facilitated focus group sessions** (142 participants total), segmented by demographic or community role
- **13 community webinars** hosted by Dr. Sean Bailey (36 participants), which included information sessions and open Q&A

These formats ensured flexibility and accessibility, allowing for candid feedback across varied populations.

Community Outreach Timeline

Project Unify's engagement was conducted in two distinct phases:

- **Phase I:** November 6 – December 12, 2024 — Initial outreach and session delivery began in coordination with Harper College.

- **Phase II:** January 5 – February 27, 2025 — Continued interviews, webinars, and targeted focus groups based on demographic gaps identified in Phase I.

Participation Demographics

Figure 1: Gender Distribution of Participants

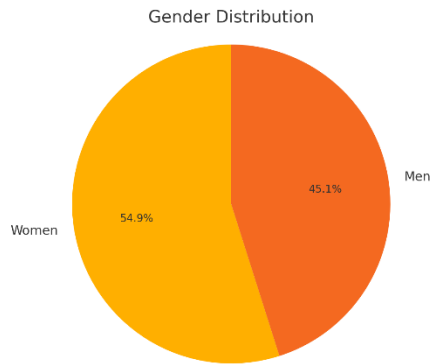


Figure 2: Age Range Breakdown

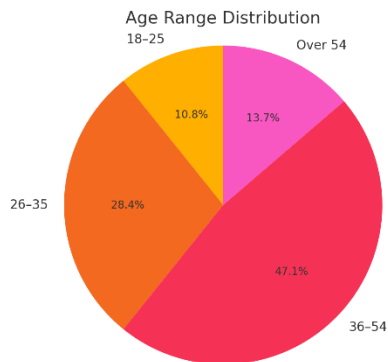


Figure 3: Racial and Ethnic Representation

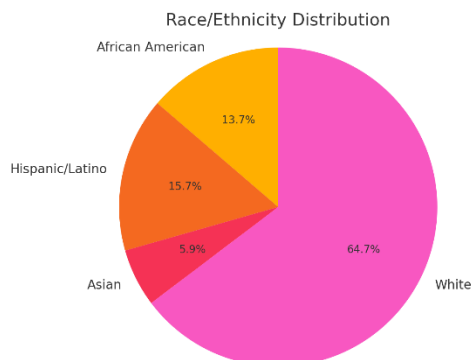
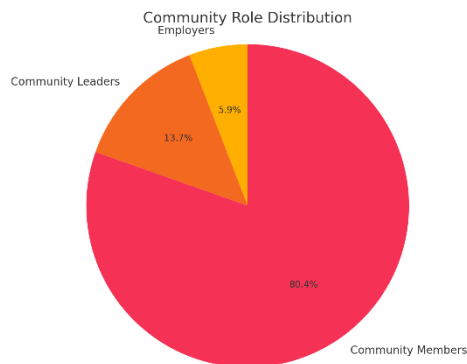


Figure 4: Community Role Breakdown



The final demographic breakdown of the 204 participants includes:

- **Gender:**
 - Women: 112
 - Men: 92
- **Age Ranges:**
 - 18–25: 22
 - 26–35: 58
 - 36–54: 96
 - Over 54: 28
- **Community Role:**
 - Employers: 12
 - Community Leaders: 28
 - Community Members: 164
- **Additional Identifications:**
 - Veterans: 18
 - LGBTQ+: 14
 - Multilingual Individuals: 30
 - People with Disabilities: 15
- **Racial and Ethnic Breakdown:**

- African American: 28
- Hispanic/Latino: 32
- Asian: 12
- White: 132

This representative sample provided a strong foundation for identifying township-wide DEIA challenges and opportunities.

Despite deploying a comprehensive outreach strategy—including features in the Township of Schaumburg newsletter, targeted social media campaigns, promotion on the Township website, printed flyers with QR codes placed in public locations (e.g., libraries, grocery stores, Harper College, and community centers), direct outreach to employers via email, word-of-mouth promotion, and personalized phone calls from the research team—participation remained lower than anticipated. This response gap suggests potential barriers to civic engagement, such as limited digital access, public confusion about township roles, survey fatigue, or general distrust in government-led initiatives. These findings underscore the importance of refining outreach channels and building deeper, ongoing relationships with communities historically underrepresented in civic processes.

Key Findings & Community Insights

1. Awareness and Perception of Project Unify

Many residents were unaware of Project Unify prior to outreach, signaling a disconnect between the Township’s DEIA initiatives and public awareness. Confusion between the Township and Village of Schaumburg was a recurring theme, particularly regarding service areas and responsibilities. Participants expressed a need for the Township to better communicate its role, programs, and DEIA-related efforts.

2. Barriers to DEIA Implementation

Transportation & Accessibility

Transportation emerged as a critical barrier to equitable access. Several participants noted that the Dial-a-Ride program did not operate during weekends or evenings, limiting access to township services. Individuals with disabilities, seniors, and low-income families were especially impacted by these limitations.

Representation & Leadership Gaps

Community members expressed concern over the lack of diversity among decision-makers and service providers within the Township. Many recommended greater representation of women,

people of color, LGBTQ+ individuals, and persons with disabilities in leadership roles and public boards.

Social Services Gaps

Participants reported gaps in social services, including insufficient access to affordable housing, emergency shelter, and food pantry programs. Community members called for culturally responsive services, particularly food options that reflect the needs of Hispanic/Latino and South Asian families.

Challenges for Youth

Parents and educators identified a lack of youth-focused services, particularly in mental health support, after-school programming, and job readiness. The pandemic's lasting effects on learning and socialization were also cited as areas requiring targeted township support.

LGBTQ+ and Disability Inclusivity

LGBTQ+ individuals reported feeling unsafe in public spaces or local businesses, and called for the Township to foster safer, more inclusive environments. Individuals with disabilities noted that while services may exist, they are often fragmented or not widely known. Reports of ableist treatment in public institutions—such as the DMV—highlighted the need for inclusive training across public agencies.

3. Community Engagement & Outreach Strategies

Improving Outreach Efforts

Participants consistently noted that township communications are overly dense, infrequent, or unclear. Suggestions included simplifying newsletters, using text-based alerts, and creating visual/multilingual flyers to improve reach.

Expanding Partnerships

Residents urged the Township to deepen partnerships with schools, faith-based organizations, libraries, and cultural groups to expand engagement across communities who may not interact with government channels directly.

Enhancing Communication Strategies

Community members highlighted the importance of both passive and active communication. Passive strategies included social media and flyers; active strategies included regular town halls, listening sessions, and collaboration with trusted community leaders. Participants emphasized that repeated, face-to-face engagement helps build trust and legitimacy.

Recommendations & Proposed Next Steps

1. Increase Visibility & Outreach

To address widespread confusion between Township and Village services and increase community awareness of DEIA efforts, the Township should:

- **Launch a multilingual awareness campaign** clearly defining township vs. village roles using simple language and infographics, particularly in Spanish, Polish, and Urdu.
- **Implement a text-based alert system** for service updates, DEIA news, and event reminders, modeled after successful municipal tools like Chicago's CHIText.
- **Break down the township newsletter** into short, digestible sections with bullet-point summaries, available online and in print.
- **Leverage local institutions** such as libraries, park districts, and cultural centers to distribute DEIA materials and host visibility events.
- **Use video storytelling** to highlight township services, translated and subtitled, featuring diverse community voices.

2. Improve Accessibility & Inclusion

To better serve underserved populations and ensure equitable access:

- **Expand and realign Dial-a-Ride hours and routes** to accommodate residents needing evening/weekend transport to food pantries, ESL classes, and health appointments.
- **Partner with cultural grocers** to introduce culturally relevant food options at township pantries (e.g., halal, plant-based, or regionally significant foods).
- **Create a digital accessibility audit** of township websites and forms, using WCAG 2.1 standards.
- **Translate all vital public-facing materials** into top community languages and distribute them through schools, churches, and clinics.
- **Train all front-line staff in cultural competency and disability etiquette**, using case-based DEIA training scenarios (e.g., by groups like ADA National Network or Welcoming America).

3. Enhance Community Participation

To foster long-term engagement and authentic representation:

- **Establish a standing DEIA Advisory Council** with diverse representation from the community, rotating membership every 2 years.

- **Host quarterly open forums and listening sessions** in neutral and culturally accessible locations (e.g., libraries, mosques, schools).
- **Offer micro-grants** (up to \$5,000) for local organizations to lead DEIA education, storytelling, or service access campaigns.
- **Partner with youth programs and local schools** to co-create leadership and career exploration initiatives that uplift voices of BIPOC, LGBTQ+, and differently abled students.
- **Track engagement through an equity dashboard**, measuring how community input influences policies or programs.

These next steps are designed to build a more visible, accessible, and connected township infrastructure that reflects the values and lived realities of its increasingly diverse residents.

Conclusion

Project Unify served as a powerful platform to amplify community voices, surface long-standing barriers, and inform data-driven strategies for building a more equitable Township of Schaumburg. Through a multi-phase approach—spanning interviews, focus groups, webinars, and the integration of prior assessments—this initiative gathered the perspectives of 204 individuals across diverse demographics and lived experiences..

Research supports that when communities implement inclusive engagement strategies that are clear, accessible, and built on trust, civic participation increases significantly. According to findings from the National Civic League and Welcoming America, when residents feel that their voices are not only heard but also reflected in tangible change, engagement rates rise—particularly among historically underrepresented populations (National Civic League, 2021; Welcoming America, 2020).

The findings revealed several persistent and intersecting challenges: low awareness of township services, confusion between Township and Village roles, critical transportation and access issues, underrepresentation in decision-making spaces, and gaps in services for youth, people with disabilities, LGBTQ+ residents, and multilingual communities. However, the findings also underscored the community's strong desire to engage, collaborate, and be part of positive change.

Addressing DEIA challenges is not a one-time project—it is a sustained commitment to ensuring fairness, respect, and opportunity for all. Project Unify has laid a solid foundation by aligning with the Township's Equity Lens Strategic Framework, and by centering the voices of those most impacted by inequity.

Moving forward, this report calls upon township leaders, staff, and community partners to:

- Champion the recommendations outlined in this report
- Continue community engagement efforts through advisory councils and public forums
- Measure progress transparently using equity metrics and community feedback

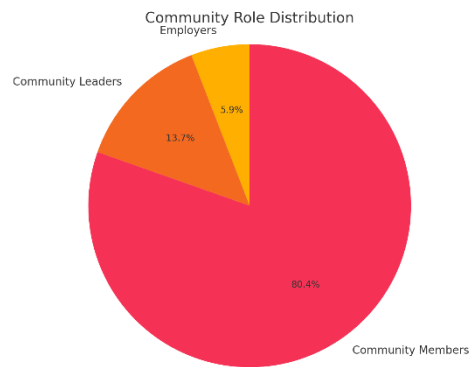
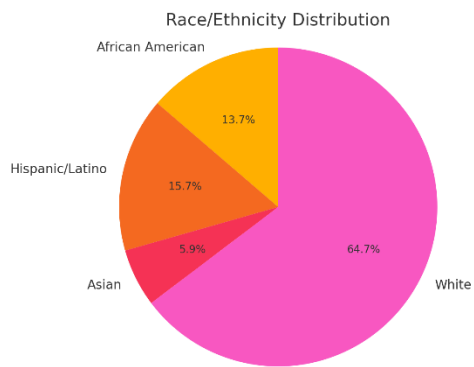
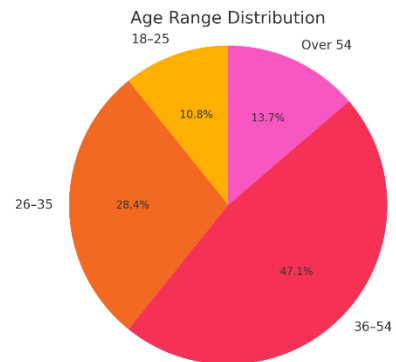
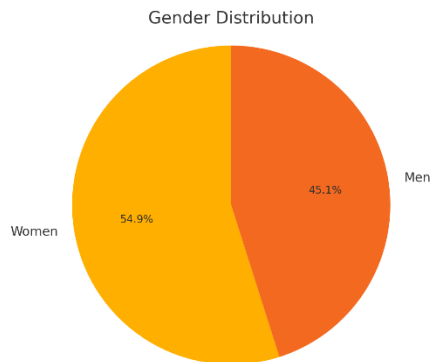
By transforming these insights into action, the Township of Schaumburg can lead the way in building inclusive systems where every resident feels seen, heard, and supported.

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Appendices

Data Snapshot



Community Needs Assessment Flyer: [Click here](#)

FAQs and Supporting Documents:

- *Quick Reference FAQ Handout:* [Click here](#)

Phase III -- TOS Community Assessment Outreach Strategy: [Click here](#)

Polco Survey Evaluation and Insights to Inform Project Unify: [Click here](#)

Session Materials

- *Webinar Presentation Slides – Dr. Bailey:* [Click here](#)

Supplementary materials, such as: **Interactive and visual references**

- *Township of Schaumburg Demographic & Heat Maps Folder:* [Click here](#)



Strategic Plan 2023-2026
Tracking doc

Schaumburg Township

Our Mission

The mission of the Township of Schaumburg is to provide quality resources, assistance, and information to empower our diverse community through innovative programming, data-driven decision-making, and fiscally mindful leadership.

Our Vision

The vision is to establish the Township of Schaumburg as Illinois' most responsive, dependable, inclusive, and responsible local government, while improving the lives of all those we serve.

Our Values



Accountability

We are responsible to, and a reflection of, the community we serve.



Integrity

We believe in doing what is right for our clients.



Equity

We ensure all those seeking assistance are heard and cared for with honor, compassion, respect, and dignity.



Excellence

We provide high quality services in a competent, enthusiastic, professional, and ethical manner.



Community

Together with our employees and volunteers we work cooperatively with community, state, and national agencies to use our resources responsibly and sustainably.

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Plan Introduction

The Board of Trustees for the Township of Schaumburg (Township) have identified four main strategies for the next three to five years. The creation of these strategies evolved with data from staff, findings from the 2022 Community Assessment, as well as various department and committee surveys and discussions. While the general findings all point to residents being pleased with the services and available programs, the following strategies were clear takeaways for the future of the Township:

1. Improvement of services and programs available to residents,
2. Training and development opportunities,
3. Growth and outreach, and
4. Township staff and infrastructure flexibility.

Taking these strategic themes into account, the following is a detailed listing of various projects and opportunities of each department, toward bringing the plan to completion and the Township into its bright future. As with this document, every decision begins with consideration of its fit to the Mission, Vision, and Values of the Township.

This strategic plan is structured in three basic 'chapters': the first is the summative overview of each theme; second is a year-by-year breakdown of the strategies; and third is a GANTT visual to support the overlay of projects.

Annual Progression of Strategic Plan

Toward understanding where the Township is headed, context is helpful to know what is in process of and has already been completed. Post major pandemic restrictions of 2020-2021, the Township took 2022 to generally get to a basic new normal. To that end, the following is a list of completed projects. Any projects in process will be noted at the end of the 2022 discussion.

2022

Completed work

Infrastructure has been a clear focus toward assuring the building and its technology was ready to welcome a full complement of programs and residents back to the Township. The projects included:

- ✓ New HVAC system for consistent heating/cooling through the building as well as energy efficiencies in running the two units.
- ✓ New roof installed to combat the various leaks, constant ceiling tile replacements (from staining), damage to walls, floors, etc.
- ✓ ADA Assessment completed toward identifying where Township improvements are needed to allow all residents accessibility through the building. (Note: many projects listed in the strategic plan are a direct result of the findings of this study and will be noted as such.)
- ✓ Lighting replacement throughout the building updated all lights toward energy efficiency (cost savings on energy bills), resident/staff health (circadian rhythm, blue light reduction, no flicker), and motion/sunlight response to reduce lights staying on/full power when not needed.
- ✓ New IT provider to better support the growing technical needs of the Township, assuring a secure network, reliable hard/software, and technicians that would respond timely to issued.
- ✓ Website updated for ease of use and more dynamic presentation of Township news and events.

Staffing and succession planning for those near retirement were a central focus, again rebounding from the impact of the pandemic. The very real lesson learned was that time is not promised, and for a small staff, the loss of even one employee can have ripple effects on the services to clients. To that end, human resources work addressed:

- ✓ Hiring for the 2021 *vacancies*: Township Administrator, Human Resources Coordinator, Facilities Coordinator. All three positions were filled by midyear 2022.
- ✓ Three staff *retirements*: Transportation Director (restructured department, replacing director with manager role); Director of General Assistance/Pantry (filled by staff promotion), and Receptionist (terminated role, transitioned existing evening Security role to also cover days).
- ✓ *Expansion* of staff: Administrative Services added (1) Part-Time Passports Specialist (new hire). Transportation's restructure introduced a new position Fleet Coordinator (staff promotion), revised the Lead Dispatcher role (staff promotion), and (2) drivers (new hires). General Assistance/Pantry also addressed a bit of team restructure, introducing (1) Social Services Case Manager (staff promotion), (1) Supervisor of Program Support Services (new hire), and (1) Assistant Lead Support Specialist.
- ✓ Boosting staff *morale*: working through a pandemic took an understandable toll on the staff. To help the staff with all the changes and 'new', the Township Policy Manual was updated to reflect clear expectations of staff, and updates to all the benefits available (revised holiday calendar, addition of birthday day off, wellness reimbursement (health membership)). Creation of Standard Operating Procedures and various forms to ease operations. Introduction of Core Strengths® Communications Training to support healthier communication among staff (Board was included).

Projects carried into 2023

Toward the end of the 2022 calendar year, a few projects and staffing changes were initiated, yet not completed.

- ✓ The necessary replacement of the entry ramp/railing (ADA findings) halted in December, after a delay in the permit approval and weather falling below appropriate temperatures. The project will be completed as soon as the ground thaw in 2023.
- ✓ Roof sealant was not able to be completed, also due to the weather/temperatures. While it will have no impact on the integrity of the new roof this season, with the spring thaw this will also be completed.
- ✓ Review of HR/Payroll software options as current vendor, Howard Simon, announced a price increase that will double the existing payment without any added services. Target early 2023 transition.
- ✓ Filling/adding prior approved roles:
 - ✓ (1) Assistant Director of Disability Services resigned in the Fall (position revised to a *Benefits Counselor* (position posted))
 - ✓ (1) Assistant Director of Senior Services retired at the end of December (position will be revised to *Assistant Director of Disability and Senior Services* and posted in January 2023).
 - ✓ (1) *Driver* position (pending medical update) may be vacant (will know more in January).
 - ✓ (1) *Bilingual Case Worker* position for General Assistance/Pantry to support the diverse Township population (new position posted)

- ✓ (1) *Part-time Deputy Assessor*, toward establishing a succession plan for the team (new position posted)- **Filled vacant FT position due to retirement, 11/2023.**

2023 Plan

The carry-over projects will be top focus at the beginning of the year, as staffing and the safety of all who visit the Township are essential to supporting any further growth. Central to this was the initial work in 2022 to develop an internal “master” programming schedule that utilizes the Township building to its fullest extent, toward expanding services and programs in the 2-3 years that follow. 2023 will see the master schedule in final form allowing for a clearer sense of the opportunities and existing overlap (holiday events) where space is in demand.

Service and program improvements

- ✓ Disability and Senior services merge into one department:
 - Develop annual program plan for children and young adults with disabilities.
 - Re-evaluate Senior Services Client Code of Conduct
 - Conduct survey to gauge interest in after-hours programming and develop accordingly
 - Pilot scheduling evening and/or Saturday hours during peak seasons (start of LIHEAP, Open Enrollment).
 - Discuss opportunities for off-site benefit appointments (appropriate space – must be private for HIPPA), plan for 2024 rollout.
 - Identify community partners who can assist with snow removal for seniors.
 - Expand Will/POA program to include more lawyers.
 - Implement case management system (from prior year research)
 - Prepare data for data migration.
 - Provide staff training, implementing a super-user training approach.
- ✓ General Assistance/Pantry plans to continue exploring ways to build sustainable food sources for our residents:
 - ✓ Identify educational programming and materials to pilot/launch in 2023-2024.
 - Consider community partnerships and what makes sense for just the Township.
 - ✓ Establishing a community garden strategy for development in 2024.
 - ✓ Request Transportation Department assessment to determine best direction regarding vehicles, staff, and/or volunteer needs for delivery.
 - ✓ Increase requests/support from donors through social media, Township publications, marquee, food drive material, and monthly donor requests.
 - ✓ Incorporate food pantry SWAP displays for bulk items received/purchased.
- ✓ Community Relations will focus on identifying 1-3 programs to collaborate with outside agencies on:
 - ✓ Collaborate with villages on a clarification campaign to help differentiate the Township and the Villages.
 - ✓ Execute an annual campaign specifically about our differentiating factors of the Township.

Training and Development Opportunities

Administrative Services:

- ✓ Launch the revised employee performance improvement processes and cycle.
- ✓ Select and implement HR/Payroll solution.

- ✓ Launch DE&I Township staff training (partnership with Harper Business Solutions)
 - First year of a two-year program. **Completed 12/2023 phase one.**
- ✓ 10-year Township Efficiency Study. **Drafted slated for March 2024**

Transportation:

- ✓ Determine any new training/technology to support and enhance the driver experience.

Community Relations:

- ✓ Create an internal training and presentation schedule.
 - Launch regular communications training for staff and elected officials.
- ✓ Launch Instagram account for Township.

General Assistance/Pantry:

- ✓ Have all volunteers fully trained and create a training manual for new volunteers and staff.
- ✓ Utilize research and surveys to help identify culturally appropriate food items to meet our residents' needs.
- ✓ Set program eligibility guidelines and boundaries for delivery services.
- ✓ Run reports regarding pantry usage regarding diversity and inclusion.

Growth and Outreach

Administrative Services:

- ✓ Work in partnership with the Mental Health Board to identify community needs, increase access to mental health services, and reduce stigma.
- ✓ Identify translation services to meet the communication needs of residents. **TIN agreement**
- ✓ Determine additional services the Township can offer residents (license stickers, recreational licensure (hunting/fishing)) toward additional revenue. **On waitlist for recreational license.**
- ✓ Increase development of all community partnerships, including increased focus on those connected to minority and non-English speaking populations within the Township
 - Identify and contact at least two different agencies or groups that relate to minority and/or non-English speaking populations in the Township to determine how the Township can be more helpful to minority communities.
 - Participate in at least six community outreach events.

Assessor's Office:

- ~~✓ Pilot Saturday hours during peak periods.~~
 - Increase outreach: Work out of our six municipalities once/twice a week to handle all their county needs/applications/filings and questions

Disability and Senior Services:

- ✓ Conduct targeted outreach to minority and non-English speaking communities re: benefit programs.
- ✓ Participate in at least nine community outreach events.
- ✓ Increase program partnerships/sponsorships with agencies and elected officials.

- ✓ Budget for equipment for one mobile office (hot spot, small printer/scanner (already available), rolling bag) for next fiscal year.

Township staff and infrastructure flexibility

Staffing the (five) positions carrying from 2022 are essential to the maintaining existing services of the Township. While the initial review may suggest an extreme impact to the salary budget, most of the vacancies are to replace staff who were employees for years. New hires would be at a lower initial salary than those who've retired/resigned. Additional staffing needs would include:

- Building a Community Relations Team (director with (two) staff).
 - Priority position is a *Digital Media Specialist* (Facebook, Twitter numbers are increasing; seek to expand into Instagram this year). The goal will be to transition the existing intern part-time position into a full-time role, therefore dissolving the paid intern position.
 - Fall of 2023, consider a programming position to help with community program expansion. **Push back to 2024.**
- Create a *Part-time Human Resources Assistant* role. This position would assist the HR duties of the employee life cycle, policy/procedures, and some employment services. **Target fill by start of FY25.**
 - This role is essential beyond the short-term initial hiring needs of the Township, as nearly ¼ of the existing staff are at or past retirement age. Conservative estimates would anticipate at least two retirements per year for the next three to four years.
- Create a *Part-Time Deaf Services Assistant* role. The program is currently staffed by one, who has just passed 30 years with the Township. This essential program is unique to our Township alone and continues to grow in popularity and demand. Assuring the health and longevity of the Deaf Services program, bringing a part time support, to learn and in essence be able to take over the program is the focus of this role. **Target 2nd quarter 2024.**

To maintain the progress of modernizing the building and fleet, the focus is to seek opportunities to further improve the building's sustainability as outlined in the LEED Rating System. This includes consideration of carbon, energy, water, waste, transportation, materials, health, and indoor environmental quality:

- Carry-over projects from 2022: ramp/rail replacement for front entry and sealant on the roof.
- Infrastructure for converting transportation fleet to Electric Vehicle (EV) buses. **Construction begins February/March 2024.**
 - Includes engineering study results, parking lot construction for laying cable, installing charging stations, etc. **Completed**
- Lobby Renovation
 - including first floor bathrooms. **Completed 12/23**
- ~~Install sink in room 210, for proper dedicated arts/crafts area (for projects/clean up).~~ **Project not feasible.**
- Quote and project plan the potential of solar panel roof installation (target install by early 2024). Completed early- **Passed final inspection 12/23.**
- Obtain architectural renderings and quote for installation of second floor over existing gym/activity room space (construction completed by late 2024/early 2025). **Construction begins January 2024.**

- Complete a study of KYC use of lower-level space and consider any options for storage/ usage efficiency. **Study completed, storage use was implemented. Currently merging an expansion of office space (in partnership with KYC) to also include space for MHB eventual staff. Storage room expansion included with 2nd floor expansion project.**

2024 Plan

Service and program improvements

Administrative Services:

- Consider partnership with KYC (or another partner) for Youth/Teen general programming.

Assessor's Office:

- Assess pilot program of off-site outreach and evening/weekend hours.
 - Determine full-launch and any modifications.

Disability and Senior Services:

- Launch and assess annual program plan for children and young adults with disabilities.
- ✓ Assess and maintain/expand scheduling evening and/or Saturday hours during peak seasons (start of LIHEAP, Open Enrollment).
- ✓ Pilot launch off-site benefit appointments
- ✓ Conduct survey to gauge interest in after-hours programming and develop accordingly.
- ✓ Case management software launch (or assessment of first year if able to launch in 2023)

General Assistance/Pantry:

- ✓ Launch educational programming and materials from 2023.
- ✓ Development of community garden.
 - Location, build-out of plots, planting.
- ✓ Assess needs of clients regarding order processing.
 - This could potentially include computer ordering system or structured phone ordering procedures.
- ✓ Increase requests/support from donors through social media, Township publications, marquee, food drive material, and monthly donor requests.
- ✓ Continue SWAP displays for bulk items received/purchased.

Community Relations:

- Develop a community partnership program with local agencies and community influencers
 - Look for opportunities to expand to 3-5 programs.
 - Develop two new YOY programs targeting young adults and families/kids (Ideas – Back to School Fair and Food Truck/Wine Walk)
 - Research and develop ideas for events that would entertain and benefit young adults and families in our area.

Training and Development Opportunities

Administrative Services:

- ✓ Review and revise employee performance improvement processes and cycle (2023 lessons learned).
- ✓ Identify any improvements/adjustments/training necessary from the HR/Payroll implementation.
- ✓ Complete DEI Township staff training (partnership with Harper Business Solutions)
 - Year two of a two-year program.
- ✓ Core Strengths® refresher (facilitated by trained Township staff)

Transportation:

- ✓ Continue staff training on technology of EV bus conversion. First 4 buses PO for August 2024.

Community Relations:

- ✓ Assess and revise any training schedule and presentations.
 - Evaluate existing communications training for staff and elected officials, revise as needed.
- ✓ Train staff on differences/uses for Township social media.
- ✓ Develop external programming/event tracking procedures.

General Assistance/Pantry:

- ✓ Add 3 partnerships for support and donations focusing on inclusion.
- ✓ Using 2023 findings, begin purchase/donation strategy for increased availability of culturally appropriate food items to meet our residents' needs.
- ✓ Review program eligibility guidelines and boundaries for delivery services.
- ✓ Assess and expand reports regarding pantry usage regarding diversity and inclusion.

Growth and Outreach

Administrative Services:

- ✓ Support the official launch of Mental Health Board.
- ✓ Research viability of LCSW/grant writing position for Township- toward clinical service/programs.
- ✓ Assess the success of translation services- stop/continue/replace consideration.
- ✓ Pilot (or launch) additional services researched in 2023.
- ✓ Pilot employment services programs for residents.
- ✓ Participate in at least 10 community outreach events.

Assessor's Office:

- ✓ Determine frequency of Saturday Hours during peak periods.
- ✓ Establish calendar for outreach to our 6 municipalities once/twice a week.

Disability and Senior Services:

- ✓ Fully launch targeted outreach to minority and non-English speaking communities re: benefit programs.
- ✓ Participate in at least 12 community outreach events.
- ✓ Coordinate off-site benefit application days once a quarter at senior centers/senior housing/churches.
- ✓ Increase program partnerships/sponsorships with agencies and elected officials.
- ✓ Pilot mobile office program, identifying locations for best outreach.
- ✓ Identify community partners who could come and have office hours at the township (or where township staff could go for office hours) to help make a wider variety of services available to residents in one location.

General Assistance/Pantry:

- Assess additional staffing need to accommodate additional special needs collections/drives.
- Identify Additional storage space for food donations, coat drive, unique events, and programs.

Township staff and infrastructure flexibility

Staffing needs will ideally level out a bit, however as noted throughout this document, various teams have more challenges than others in staffing.

Transportation:

- Continue to monitor the driver count and scheduling needs. Potentially plan on hiring 1-2 drivers to keep up with any retirements/transitions/route expansion.

Disability and Senior Services:

- Evaluate need for additional program staff and budget for next fiscal year.

General Assistance/Pantry:

- Assess additional staffing need to accommodate additional special needs collections/drives.

Administrative Services Infrastructure Efforts:

- Solar panel roof installation (target install by early 2024)- **Completed 12/23**
- Installation of second floor over existing gym/activity room space (construction completed by late 2024/early 2025)- **this and the following merged. Construction begins January 2024.**
- Finalize plans based on study findings of KYC use of lower-level space and consider any options for storage/ usage efficiency.
- **Determine purchase schedule for next 4 EV buses, PO for 2025 possession?**
- **Consideration of parking solution/loading dock/ADA ramp GA entry (obtain quotes); potential construction target FY26.**

2025 Plan

Service and program improvements

Administrative Services:

- Create township wide survey on programs and services, toward informing the next strategic planning process.
- Launch full employment services program for residents.

Assessor's Office:

- Determine expansion opportunities of off-site program supports.

Disability and Senior Services:

- Determine growth opportunities of annual program planning for children and young adults with disabilities.
- ✓ Fully launch/increase off-site benefit appointments.
- ✓ Determine strategy for expanded/evening hour programming opportunities.
- ✓ Case management software updates/training needs.
- ✓ Participate in at least 12 community outreach events.

General Assistance/Pantry:

- ✓ Assess and modify community garden.
 - Determine needs, successes, and adjust accordingly.
- ✓ Finalize strategy for clients regarding order processing.
- ✓ Assess SWAP program and revise as recommended.

Community Relations:

- Continue development of a community partnership program with local agencies and community influencers
 - Assess/expand programs targeting young adults and families/kids

Training and Development Opportunities

Administrative Services:

- ✓ Staff survey of needs for staff success (training, software).

Transportation:

- ✓ Final EV conversion training for staff

Community Relations:

- ✓ Continue trainings on social media.
- ✓ Evaluate external programming/event tracking procedures.

General Assistance/Pantry:

- ✓ Review and revise efforts on inclusive food options as needed.

Growth and Outreach

Administrative Services:

- ✓ Pilot (or launch) additional services researched in 2024.
- ✓ Participate in at least 15 community outreach events.

Assessor's Office:

- ✓ Review staffing balance, succession needs.
- ✓ Determine frequency of Saturday Hours during peak periods.
- ✓ Establish calendar for outreach to our 6 municipalities once/twice a week.

General Assistance/Pantry:

- Finalize storage space strategy for food donations, coat drive, unique events, and programs.

Township staff and infrastructure flexibility

Administrative Services:

- ✓ Fill LCSW/grant writing position for Township- toward clinical service/programs.

Transportation:

- Continue to monitor the driver count and scheduling needs. Potentially plan on hiring 1-2 drivers to keep up with any retirements/transitions/route expansion.

Disability and Senior Services:

- ✓ Develop FT Community Outreach Coordinator position who would be responsible for coordinating & attending community outreach events, including running the ITAC program. Budget for next fiscal year.

General Assistance/Pantry:

- Assess additional staffing need to accommodate additional special needs collections/drives.

Administrative Services Infrastructure Efforts:

- Solar panel roof adjustments/follow-up.
- Completion of second floor over existing gym/activity room space (construction completed by late 2024/early 2025).
 - Finalize plans for use of space for main and upper-level space.
- EV infrastructure completion and any final steps.

2026 Plan

Most of the effort in the first half of 2026 will be determining the success and challenges with the current strategic plan, toward determining the focus for the next cycle (second half of 2026). Each department will be responsible for tracking success of efforts, informing the next strategic plan, and identifying how the Township may continue to serve residents and grow with the community. This will include:

- review of program and service data,
- DE&I efforts,

- staffing performance and succession (planned retirements, etc.),
- energy efficiency (EV fleet, lights/solar); and
- use of building space.