

# NWSRA Agency Goals 2023

## Pillar 1: Financial Management

Strategic stewardship of revenues and expenses to maximize financial stability of the Association Focus

### Focus 1A: Clarify Financial Model

Strategic Goal	Objectives	Lead / Department	Actions
1. Educate and increase the understanding of how the Association's planning and budgetary priorities are supportive of the mission	1. Continue to educate participants, families, and stakeholders about budget priorities via the website and newsletters	Tom Draper (Admin)/Tracey Crawford	Complete - created a NWSRA budget summary and posted on our website.
	2. Implement 2 budget trainings to equip staff with the knowledge to educate the community on NWSRA's budget and how NWSRA is funded as well as a base knowledge on all budgets for new staff	Darleen Negrillo (Admin) /Tracey Crawford	Scheduled for August & December In-services
	3. Revamp NWSRA current marketing materials on funding and make it easily accessible with QR codes and materials to distribute to member districts	Tom Draper (Marketing)/Tracey Crawford	In progress - to be completed in Q2 now that budget summary is complete.
2. Establish a clear post-pandemic financial picture that equitably outlines goals and best practices for NWSRA's operations, reserve fund, capital fund, and member district assessments	1. Survey member districts and surrounding areas on pricing for all recreational offerings to create a new plan for profit vs subsidized programming	Rachel Hubsch(Admin)/Tracey Crawford	Survey Completed. Creating a new fee structure is in progress.
	2. Revamp fee policy across all programming areas to determine percentages of profit versus loss	Rachel Hubsch (Admin)/Tracey Crawford	In Progress
	3. Research and implement financial software that will address all financial reporting needs	Darleen Negrillo (Admin)/Tracey Crawford	In progress, starting Payroll in April
	4. Create job description for full time finance position to hire in current year	Darleen Negrillo (Admin)/Tracey Crawford	Complete in March 2023
	5. Streamline all bank accounts to clarify general reserve, operation fund and capital fund	Darleen Negrillo (Admin)/Tracey Crawford	Completed in January 2023
	6. Create separate operating and capital fund budgets	Darleen Negrillo (Admin)/Tracey Crawford	Completed in January 2023
	7. Create a fee structure for outside trainings based topic, length and trainers requesting	Victoria Gonzalez (Inclusion)/Andrea Griffin/Tracey Crawford	In Progress

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<b>Focus 1A: Clarify Financial Model</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
3. Implement the maintenance and replacement plan for vehicles	1. Implement scheduled maintenance plan for current fleet of vehicles and report quarterly	Darleen Negrillo (Operations)	Working on in Q2
	2. Implement current year's Capital Plan for replacing vehicles as scheduled over the next five years	Darleen Negrillo (Operations)	Will review during quarterly reviews
	3. Create a plan of action to start regional programming with the implementation of transportation hub system	Darleen Negrillo and Rachel Hubsch (Program Development / Operations)	Transportation Planning starting in Q2
4. Create a maintenance and replacement plan for NWSRA programming spaces including specialty rooms	1. Continue to inventory all equipment, supplies within each NWSRA programming spaces	Darleen Negrillo (Operations)	Updating with 2023 Annual Audit
	2. Create a maintenance and replacement plan for all equipment and supplies within programming spaces and specialty rooms	Darleen Negrillo (Operations)	Starting in Q3
	3. Based on the replacement schedule determine which items will be added to operations or capital replacement plan	Darleen Negrillo (Operations)	Starting in Q3

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<b>Pillar 2: Operational Excellence</b>			
Establishment and monitoring of internal policies, procedures and systems to increase efficiency and organizational preparedness			
<b>Focus 2A: Restore In-Person Programming</b>			
Strategic Goal	Objectives	Lead / Department	Actions
1. Revamp current program evaluation processes across all departments	1. Implement new evaluations processes to be accessed electronically, creating QR codes for parents to easily access program evaluations	Rachel Hubsch / Tom Draper (Program Development / Marketing)	In Progress. New evaluation process to be implemented after summer programs
	2. Host "Voice of the Customer" Focus Groups for the newly established regional areas to provide feedback and insight on transportation hub system	Rachel Hubsch (Program Development)	Dates are set. Planning and Marketing each date to follow.
	3. Research other SRA's parent groups to create an NWSRA parent group that would bring advocacy, collaboration and assist with outreach efforts	Janae Winston (Management)	In Progress, will promote at Focus Groups. Marketing for parent group is in progress.
<b>Focus 2B: Recruit and Retain Staff</b>			
Strategic Goal	Objectives	Lead / Department	Actions
1. Determine an effective way to retain employees and volunteers	1. Review survey results each quarter and implement strategies to address staff satisfaction	Darleen Negrillo (Human Resources)	Reviewing with Superman team after each survey
	2. Implement a professional development series on motivation at all staff meetings during the Director's Corner	Tracey Crawford (Admin)	First session delivered at the February All Staff Meeting.
	3. Create a part time staff recognition program for employees to recognize peers	Jordan Ross (Support Services)	Meeting with team to brainstorm ideas
	4. Post full time staff recognitions on social media platforms for families, stakeholders and member district peers	Tom Draper (Admin)	Continuing to post monthly and when events arise
2. Determine an effective way to recruit employees and volunteers	1. Implement the DSP Career Pathway program with in local high schools	LJ Jevaney / Katrina Wiegand (Collaboratives)	In Progress
	2. Allocate resources through marketing, trainings, or other means, to promote DSP program in High Schools, Inclusion Aides, and most sought after positions.	Tom Draper (Admin)	In Progress
	3. Determine quarterly recruitment plan to strategically target for staffing needs	Darleen Negrillo (Recruitment)	Winter & Spring seasons complete
	4. Investigate human service departments at local high schools and colleges within to attract fieldwork students in related fields to TR	Rachel Hubsch (Internships)	Meeting with D214 in April. Contacting Harper College in May

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<b>Focus 2C: Remain on the Path to Meet Programming Needs</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
1. Ensure current program offerings are meeting the needs of the community	1. Survey participants and families in order to revamp Virtual program offerings to meet the needs of the community	Rachel Hubsch (Program Development)	Completed
	2. Conduct a focus groups across all age and ability groups to determine the current needs of the community	Rachel Hubsch (Program Development)	In the process of setting up a July focus group for Early Childhood, partnering with Birth to Five Illinois
	3. Meet annually with QIDP's within local residential facilities to ensure needs are being met of adult residents	Jordan Ross (Support Services)	In the process scheduling meetings with CILA contacts
2. Enhance marketing efforts to increase awareness of all programs offered at NWSRA	1. Create a recruitment and outreach campaign using a DEI lens in order to create a more diverse and inclusive environment	Tom Draper (Marketing)	In progress
	2. Create marketing plan on how to highlight what is unique and different within each region	Tom Draper (Marketing)	In progress - updated site videos are being developed and regional branding is being included. Will be completed in Q2
	3. Create marketing videos promoting participant success and/or testimonials in current programs and highlight park district they are residents of	Tom Draper (Marketing)	Will focus on this the second half of the year
	4. Collaborate with member agencies for joint marketing at member districts to promote inclusion	Tom Draper (Marketing)	Will focus on in Q3
<b>Focus 2D: Reaffirm NWSRA Programming Operations and Sites</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
1. Reestablish Research Outreach Initiative (ROI) to evaluate the census, school and stakeholder statistics	1. Analyze the census report findings to determine outreach, marketing and programming needs	Tom Draper / Andrea Griffin/Tracey Crawford (Outreach)	Census data gathered in 1st quarter. Will take second quarter to overlay the data against NWSRA current and inactive participation and program statistics. Create individual and Regional Demographic reports for the May Board Meeting.
	2. Develop action steps to address the needs for services within the NWSRA footprint based on the report findings	Tom Draper / Andrea Griffin/Tracey Crawford (Outreach)	Will complete after ROI reports are completed

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	3. Distribute findings and action steps to all stakeholders	Tom Draper (Marketing)/Tracey Crawford	Will complete after ROI reports are completed
Focus 2E: Cultivate Strategies and Controlled Growth			
Strategic Goal	Objectives	Lead / Department	Actions
1. Research, develop and implement a Technology Plan to meet the demand of current trends	1. Implement Online Registration	Tom Draper (Technology)	Will focus on after completing SLSF Civi
	2. Update current internal communication plan to streamline processes and safeguard data	Tom Draper (Technology)	In progress
	3. Investigate CIVI reports and create a list of reports needed to provide accurate numbers of programs and services provided	Tom Draper (Technology)	In progress
	4. Revamp Director's website in order to optimize information and resources for member districts	Tom Draper (Technology)	Currently investigating new navigation options within Wix.
2. Reestablish partnerships with agencies that align with NWSRA's mission and vision to maximize resources	1. Met with three Member Districts to discuss specialized programming and offer unique programming for participants in those districts	Rachel Hubsch (Program Development)	Met with Arlington Heights. Will schedule to meet with another park district in Q2
	2. Establish two new relationships within local High School Athletic Departments to enhance Lightning Athletics	Janae Winston (Lightning Athletics)	Created Contact list of local High schools' Athletic Directors and will send out interest letter in Q2
	3. Research two new contracted instructors for specialized lessons	Jordan Ross (Support Services)	Hired new drum instructor. Creating flyers to recruit swim and music instructors
	4. Establish collaborative relationship with NSSEO to offer aftercare program for participants who need closer ratios	Kate Moran (Program Development)	Met with NSSEO twice in the first quarter. Interest survey sent out to Kirk and Miner students and staff. Program anticipated to start in September 2023 following NSSEO calendar, held at Kirk School pending staff interest and availability
	5. Research 2 Cooperative Purchasing Programs such as Sourcewell and join one by the end of 2023	Darleen Negrillo (Operations)	Member of Sourcewell since 2022. Working with Sourcewell to complete first transaction (March 2023)

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### Pillar 3: Promoting Leadership

Staff engagement and continues development to create leaders who are informed, capable and ready to educate and lead

#### Focus 3A: Everybody Always: NWSRA's Doors are Always Open

Strategic Goal	Objectives	Lead / Department	Actions
1. Utilize ROI statistics to reach out to the underserved populations	1. Educate and Survey participants and families to establish a baseline on diversity, equity and inclusion within the agency	Tracey Crawford (Admin)	Once the ROI Reports are completed this task will begin.
	2. Evaluate all NWSRA policies, procedures, marketing, staffing and programming through a DEI lens	Tracey Crawford (Admin)	Started with the Hiring process with the DEI Committee in March 2023.
	3. Create training and education opportunities on diversity, equity and inclusion for staff and stakeholders	Tracey Crawford (Admin)	In progress
2. Expand knowledge and understanding of the partnerships between NWSRA and Member Districts	1. Continue to partner with member districts on outreach and recruitment events	Andrea Griffin / Darleen Negrillo (Outreach / Recruitment)	Outreach Committee presented on NWSRA Programs and PURSUIT to NSSEO teachers, high school parents and MPJWC. Had an info table on NWSRA at 3 outreach events
	2. Create and disseminate marketing materials to educate the community on newly developed NWSRA Regions	Tom Draper (Marketing)	In progress - materials are being created
	3. Educate current legislators in service area on NWSRA and current trends in programming	Tom Draper (Marketing)	In progress will work to create formal materials in Q2.
3. Increase awareness of the field of Therapeutic Recreation and the Recreation Therapy Services provided by the Association to participants, families, staff and stakeholders	1. Create Recreation Therapy materials to drive awareness of the field Therapeutic Recreation at NWSRA outreach events	Tom Draper and Rachel Hubsch (Marketing / Therapeutic Recreation)	In Progress
	2. Utilize all marketing resources to educate stakeholders on the field of Therapeutic Recreation and the practice of Recreational Therapy	Tom Draper (Marketing / Therapeutic Recreation)	In Progress

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<b>Focus 3B: Empower Staff Through Training</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
1. Enhance current training opportunities for specialty programs and facilities	1. Research new trainings for each specialty room and program	Andrea Griffin / Rachel Hubsch (All Specialty Teams)	In Progress
	2. Research new contacts with other professionals who have skills and talents within each specialty room and program	Andrea Griffin / Rachel Hubsch (All Specialty Teams)	In Progress
	3. Create job tasks related to each specialized programming space to determine the need for outsourcing staff	Andrea Griffin / Rachel Hubsch (All Specialty Teams)	In Progress
2. Create a comprehensive training program for staff	1. Evaluate the training needs of staff based on trends in programming, program development, risk management and distinguished accreditation	Darleen Negrillo (Admin)/Tracey Crawford	Starting in Q3
	2. Create modules on various training topics within Power DMS to maintain and enhance training efforts	Darleen Negrillo (Admin)	Starting in Q3
	3. Establish a training schedule, materials and resources for full and part time staff	Darleen Negrillo (Admin)	Starting in Q3

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<b>Focus 3C: Encourage Current Succession Plan</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
1. Create a Professional Development program and incentive program for part time staff to encourage growth and advancement	1. Create a Program Leader course for part time staff who are seeking more responsibility	Jordan Ross (Support Services)	In Progress, team is working on procedures
	2. Create a training and marketing materials on becoming a NWSRA Lightning Athletic Coach	Janae Winston (Lightning Athletics)	Started Google Slide of training that Athletic Committee will review/provide feedback
	3. Survey full time staff with over two years of experience on strengths in programming as well as interest in mentoring part time staff	Jordan Ross (Support Services)	Jotform in the process of being created
<b>Focus 3C: Encourage Current Succession Plan</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
2. Create a Professional Development program for full time staff who are actively pursuing advancement	1. Create survey to determine professional development and growth full time staff are seeking	Tracey Crawford (Admin Team)	Will begin in Q2
	2. Select staff from the survey that have over a year of service and looking for advancement to conduct SWOT analysis to create individual professional development plans	Tracey Crawford (Admin Team)	Completed first round of SWOTs with 3 staff. Will continue through Q2 and Q3
	3. Present at all staff meeting on all levels of the professional development series and when staff would	Tracey Crawford (Admin Team)	Will begin in Q3 after survey.
	4. Create a management level development series for full time staff	Tracey Crawford (Admin Team)	Will begin Q2
3. The Mentorship Committee will implement full time mentoring program for staff actively seeking advancement	1. Work with staff who have completed SWOT analysis to appropriately match a mentor to align with professional development plan	Andrea Griffin (Mentorship Committee)	In Progress
	2. Select full time staff who meet the qualification each year for the mentoring program	Andrea Griffin (Mentorship Committee)	In Progress
	3. When and if succession planning has started for full time staff going through a development series assign a mentor on the Admin level	Andrea Griffin (Mentorship Committee)	In Progress



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### Pillar 4: Outstanding Service

Delivery of quality service and community access through effective communication and collaboration with customers, including participants, families, donors, Board Members and partnering organizations

#### Focus 4A: Sustain PURSUIT Community Adult Day Program & Satellite Programming

Strategic Goal	Objectives	Lead / Department	Actions
1. Establish a clear post-pandemic financial picture that equitably outlines goals and best practices for the PURSUIT program	1. Meet with Clearbrook quarterly to analyze PURSUIT revenue and expenses	LJ Jevaney / Katrina Wiegand (Collaboratives)	In Progress
	2. Analyze the PURSUIT budget based on newly developed fee policy	LJ Jevaney / Katrina Wiegand (Collaboratives)	Q4
	3. Develop profit percentages based on the fee policy for both Clearbrook and NWSRA	LJ Jevaney / Katrina Wiegand (Collaboratives)	Q4
2. Research, create and implement the program model for PURSUIT Plus with collaborative partner Clearbrook	1. Implement and trial PURSUIT plus within the current PURSUIT program	LJ Jevaney / Katrina Wiegand (Collaboratives)	Q4
	2. Identify certain days that each PURSUIT site that could appropriately accommodate above current daily client thresholds	LJ Jevaney / Katrina Wiegand (Collaboratives)	Days have been identified for two of the 6 sites
	3. Create a list of potential PURSUIT clients that would be successful in the program outside the current ratios	LJ Jevaney / Katrina Wiegand (Collaboratives)	2 clients selected for 2 of the sites and participation in the PURSUIT program has begun

#### Focus 4B: Support Innovative and Specialized Programming

Strategic Goal	Objectives	Lead / Department	Actions
1. Create a plan of action to create sustainability of each specialized programming space	1. Research community service groups that would be willing to help with projects within specialized programming spaces	Andrea Griffin / Rachel Hubsch (All Specialty Teams)	In Progress
	2. Investigate the financial impact of a part-time staff or contracted staff to assist with tasks within specialized programming spaces	Andrea Griffin / Rachel Hubsch (All Specialty Teams)	In Progress
	3. Layout a timeline for completion of Accessible Greenhouse base on resources and funding	Andrea Griffin (Greenhouse Team)	Time line has been created and phase 1 purchasing has begun

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<b>Focus 4C: Stand Behind Transportation Needs</b>			
<b>Strategic Goal</b>	<b>Objectives</b>	<b>Lead / Department</b>	<b>Actions</b>
1. Assess and evaluate transportation usage	1. Utilize reports within the transportation software Fleetio to train staff how to navigate the software	Darleen Negrillo (Operations)	Scheudled for May In-services
	2. Complete a report on current transportation usage in order to utilize for budgeting and projection of vehicle maintenance and repair	Darleen Negrillo (Operations)	Building during Budget process
2. Assess future transportation/vehicle needs	1. Implement door-to-door transportation request form to accurately assess the need of door-to-door transportation for participants and families to access recreation	Rachel Hubsch (Admin)	In Progress
	2. Re-establish pick up and drop off locations within the newly developed regions	Rachel Hubsch (Admin)	In Progress
	3. Analyze transportation survey results to address future transportation needs and collaborative opportunities	Darleen Negrillo (Operations)/Rachel Hubsch (Admin) Tracey Crawford	Using data for several steps in the transportation evaluation process. Step one - analyze date to build next 5 year replacement plan.