

Financial Management

Focus 1A. Budget Training				
Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Enhance all staff knowledge of department budgets in relation to the overall budget.	Managers	JoAnn Snyder	Ongoing	All Departments reviewed quarterly budget explanations to foster greater understanding of financial forecasting and department specific impact on the overall budget. Specific training provided in June/July to Support Services and Manager Teams on new budget worksheet process. All Winter/spring budgets completed as of July 8. Senior Manager continually provides training to managers and staff throughout the year. Managers reviews current and next fiscal year department budget in meetings surrounding budget lock in.
2. Educate staff about resources/financial assets/cash flow polices.	Admin	Darleen Negrillo	fourth	Will do training in relation to 2020 budget roll out.
3. Explore the allocation of additional funding for the marketing of NWSRA.	Marketing	Brian Selders	First	After a thorough review of potential cost savings in other line items and prioritization and review of efficiency of marketing tools, NWSRA has increased its overall marketing budget by 19% since 2017.
4. Set and share expectations with PT program leaders to utilize budgets for programs accurately and appropriately	Support Services	Nicole Estrada	Ongoing	Updated budget worksheets for the Summer 2019 Program Leader Training. Completed additional training at Fall Program Leader Meeting

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Focus 1B. Alternate Funding Sources

Goal	Department	Point Person	Quarter Completed	Objective Completed
5. Increase collaborative/cooperative programs by partnering with other agencies to address increased programming needs.	Program Development	Joann Synder	Ongoing	Looked through member park districts brochures to find programs that were unique for NWSRA participants. The Inclusion Team worked with Palatine, Rolling Meadows, and Prospect Heights Park Districts to post Inclusion Aide positions to collaboratively search for needed staff. Three programs designed to add in 2020 for the Dream Lab. Evaluation of Special Events offered and updates made for 2020

Focus 1C. Program Fee & Budget Analysis

Goal	Department	Point Person	Quarter Completed	Objective Completed
6. Investigate Transportation partners to decrease cost	Admin	Darleen Negrillo		
7. Revise formula for budgeting PT staff to address competitive pay rates	Admin	Darleen Negrillo	Third	Minimum Wage Change option going to board for review.

Focus 1D. NWSRA Investment Portfolio, Capital Replacement Plan, Operating and Capital Reserve Funds for Long Range Planning

Goal	Department	Point Person	Quarter Completed	Objective Completed
8. Allocate appropriate funding to cover both anticipated and unanticipated building repairs in owned/leased NWSRA spaces.	Admin	Darleen Negrillo	Fourth	

Financial Management

9. Continue to financially analyze the expansion of PURSUIT and STAR	Collaborative Team	Liz Thomas	First	Completed a break down of all the Clearbrook budgets. Six regional sites will be established, with a determined set start up cost for all new sites
Focus 1D. NWSRA Investment Portfolio, Capital Replacement Plan, Operating and Capital Reserve Funds for Long Range Planning				
Goal	Department	Point Person	Quarter Completed	Objective Completed
10. Implement the budgeted 2019 ADA transition plan items	Admin	Brian Selders	Ongoing	Letters to Legislators regarding potential Capital funding has been sent, and staff have attended Town Hall meetings regarding Capital funding requests. NWSRA has been approved for \$42,760.00 through the Rebuild Illinois Capital bill. Meeting with Park Central Condo Association has taken place to discuss Condo-associated transition plan items.

Operational Excellence

Focus 2A. Adult and Senior Programming				
Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Investigate programs for higher functioning adults	Program Development	Joann Synder	First	Researched and created a grid of outside agencies/organizations in service area that offered services for high cognitive functioning adults. Survey created and sent to high functioning individuals on 9020 Long Trip to
2. Research senior programming for the aging individuals with disabilities	Program Development	JoAnn Synder	First	Created a fact sheet showing numbers (age, city, disability). Created a survey to find out programming needs of ages 48 and above. Creating plan for 2020 for focus groups and developing senior programming
3. Research collaborative/cooperative opportunities with mental health facilities for adult programming	Program Development	Joann Synder	First	Researched different mental health facilities in the surrounding areas and created grid on contacts. Met with Amita health to explore options and learned that Clearbrook also has some additional options available. Set to tour Kenneth Young drop in program.
4. Develop a fourth PURSUIT Program and Investigate other site locations	Collaborative	Liz Thomas	Ongoing	Toured Hoffman Estates Park District building Wheeling timeline set and in progress. Map created for future site potentials. 6/20 Update: Spent entire day networking around Wheeling. Set to visit BG and South Barrington in July. Toured Hoffman Estates Triphahn Center, presented at Buffalo Grove Park District Board meeting and toured their Fitness Center, Toured South Barrington Park District, Held meeting with Schaumburg Park District
5. Utilize state quality survey to evaluate PURSUIT and STAR collaborative programs	Collaborative	Liz Thomas	Ongoing	Survey is being developed - once ready to be used PURSUIT will and STAR will take the survey

Operational Excellence

6. Further the development of social clubs to address aging populations, ratios and age ranges	Programming	Manny Aguilar	Ongoing	Revamp has started for clubs to incorporate branding logo for each club to help participants and families understand the progression through the ages. New logos and club names to be announced in the 2020 summer brochure. Letter to families will be sent in mid April 2020
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Focus 2B. Early Childhood and School Age Programming

Goal	Department	Point Person	Quarter Completed	Objective Completed
7. Revamp Day Camp offerings to address the needs of early childhood and school aged participants and families	Day Camp Team	Victoria Gonzalez	First	Little Sprouts now offers a North & South location. It allows for weekly registrations with three options: M-F, M/W/F, T/TH. for a full nine weeks so that families have a variety of options to best choose what is appropriate for their child.
8. Enhance special event offerings to meet the interests of participants.	Program Development	Joann Synder	Second	Offered two events for adults at Allstate Arena- Elton John Concert, February and WWE Survivor Series in November per parent/participant requests.
9. Investigate growth of Early Childhood programming	Program Development	Victoria Gonzalez	First	The program development team revamped Summer 2019 EC program offerings to earlier times in an effort to grow registrations and attendance. The Inclusion Team assigned Coordinator Emily Nock to act as Early Childhood contact and to attend ITRS Early Childhood Committee meetings to ensure streamlined communication with new families of early childhood-aged participants

Focus 2C. Communications and Publicity

Goal	Department	Point Person	Quarter Completed	Objective Completed
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Operational Excellence

10. Ensure that new families are aware of all NWSRA services	Outreach Committee	Jocelyn Wright	Ongoing	The outreach committee has partaken in 26 community outreach or recruitment events since the start of the year. 10/17 JoAnn responds to new families via email contacts received on the website through phone and email responses. As of end of October, Outreach has taken part in 44 community/school events.
11. Continue to publicize NWSRA staff achievements and program highlights	Program Staff	Brian Selders	Ongoing	Each Department highlights one part-time staff each month via social media platforms based on above and beyond performance
12. Promote NWSRA and its programs and services through sharing of personal success stories	Program Staff	Brian Selders	Ongoing	SLSF Spring Appeal sent, social media and new website stories created and promoted, and NWSRA brand video has been completed.
13. Enhance visibility of the NWSRA name, vision and mission through new partnerships and collaborations with community agencies	Outreach Committee All Staff	Jocelyn Wright	Ongoing	Support Service Department connected with four community organizations to promote NWSRA programs and services. Partnering with C.I.T.Y of Support for resource fair . Additional connection with CorePower Yoga Presentation at
14. Define NWSRA program and services as Recreation Therapy versus Special Recreation	Admin	Rachel Hubsch Andrea Griffin	Ongoing	Programs identified that need a Certified Therapeutic Recreation Specialist, Certified Play Expert or a Specialty instructor have been identified.
15. Create branding for NWSRA Day Camps, Leisure Education and Ability Awareness	Admin	Brian Selders	First	Day Camp revamp marketing campaign implemented. Leisure Ed and Ability Awareness logos and flyers have been completed.

Promoting Leadership

Focus 3A. Training				
Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Continue to offer new and innovative training opportunities through collaboration with other community agencies	Admin	Rachel Hubsch	Ongoing	Chiro One completed a Ergonomics training for all Full-time staff on 10/8/2019
2. Provide continuing education opportunities reflecting the requirements established by PDRMA and Distinguished Agency accreditation standards	Admin	Rachel Hubsch	Ongoing	PDRMA online course work was given to staff to complete by December 2019
3. Effectively train new member district staff on NWSRA programs and services	Admin	Andrea Griffin	Ongoing	Worked with NWSRA Superintendent Group to learn best way to train Park District employees. Welcome to NWSRA webinar will be created for Park Districts to share with new staff
4. Continue to strengthen relationship with park district professionals through education and support of the Inclusion process	Inclusion Team	Ted Adatto	Ongoing	The Inclusion Team has performed over 120 direct contact hours to date in member district programs. The addition of a Behavior Specialist has allowed for greater and more expedient in-program support. CPI offerings have risen to three member districts thus far in 2019 (RM, AH, BG). The Inclusion Team has compiled 540 direct contact hours as of mid-October, constituting a 20% increase in hours from all of 2018.
5. Enhance opportunities for training through the use of webinars, online training and outside speakers	Admin Managers	Rachel Hubsch	First	The Inclusion Team has made use of Starnet trainings to enhance knowledge base.
6. Improve communication and program effectiveness through the use of TR models and the APIED process	Program Staff	Rachel Hubsch	First	Program forms have been updated to adhere to the APIED process to create goal / outcome based programming.

Promoting Leadership

7. Revamp Part-Time staff evaluations in order to provide specific feedback and identify staff ready for a leadership role	Managers	Nicole Estrada	First	Completed and implemented beginning in the summer season
8. Develop position specific manuals for Admin and Managers	Admin Managers	Darleen Negrillo		
9. Revamp Board / Agency policy and procedure manuals	Admin	Darleen Negrillo	Ongoing	Policy Manual-Attorney revisions and approval complete as of 7/9/19. Admin & Board manual started 5/4/2019.

Focus 3B. Succession Planning

Goal	Department	Point Person	Quarter Completed	Objective Completed
10. Continue to utilize NWSRA's succession plan to create mentoring opportunities for FT staff	Admin	Rachel Hubsch	Ongoing	Three Managers are mentoring three coordinators currently

Focus 3C. Public Relations

Goal	Department	Point Person	Quarter Completed	Objective Completed
11. Effectively communicate factors that may affect program services including new legislation and regulations to participants and families	Admin	Brian Selders	First	Advocacy web page created with updated State of Illinois Legislation news, links for families to contact their Legislators as well as information on the Transportation Needs, Accommodations and Obstacles survey and Focus Groups.
12. Identify and educate new legislators on NWSRA programs and services	Admin	Brian Selders	First	Information packets sent to new Legislators, met new Legislators at various Legislative events, contacted Legislators about NWSRA ADA Transition Plan for inclusion into State Capital funding.

Promoting Leadership

Focus 3D. Service Leadership				
Goal	Department	Point Person	Quarter Completed	Objective Completed
13. Utilize the Strategic Plan to assist Full Time staff with the development of annual goals for agency growth and personal advancement.	All Staff	Rachel Hubsch	First	Personal goals have been created for each Full-Time staff and will be updated quarterly on progress and accomplishments
Focus 3D. Service Leadership				
Goal	Department	Point Person	Quarter Completed	Objective Completed
14. Further develop and implement the mentoring program for Part Time and Volunteers.	Managers	Nicole Estrada	First	Mentoring Program flyer created and distributed at Summer and Fall Weekly Staff Trainings.
15. Develop a strategic plan for recruitment	Admin	Darleen Negrillo		

Outstanding Service

Focus 4A. Parent / Stakeholder Feedback, Education and Networking

Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Maintain and achieve agency accreditations	Admin	Rachel Hubsch Darleen Negrillo	Ongoing	New LCR with PDRMA last half of 2019. DA is in 2020.
2. Increase advocacy efforts for parents and stakeholders toward legislative issues	Admin	Brian Selders	First	Advocacy web page created with updated State of Illinois Legislation news, links for families to contact their Legislators as well as information on the Transportation Needs, Accommodations and Obstacles survey. Hosted Focus Groups for transportation survey
3. Create an evaluation to collect feedback regarding the third year of the strategic plan for participants, families and stakeholders	Admin	Brian Selders	First	Strategic Plan survey created and calls made to past Day Camp families. Survey also promoted on social media and website.
4. Reevaluate and update NWSRA's Fair Play guidelines and the participant care guidelines	Behavior Team	Andrea Griffin	First	A sub-committee within the Behavior Intervention Team have updated Fair Play guidelines. Participant Care Guidelines are being reviewed by the Superintdents of Recreation, Superintendent of Administration Surveys and the Senior Manager
5. Reevaluate participant care guidelines	Safety Committee	Darleen Negrillo	Third	Will start in August with Committee.

Focus 4B. Community Outreach

Goal	Department	Point Person	Quarter Completed	Objective Completed
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Outstanding Service

6. Enhance outreach efforts to minority patrons	Outreach Committee	Jocelyn Wright	Ongoing	Attended family open house in School District 59 reaching a diverse group of families. Followed up by an informational presentation to the teachers to share program offerings and gather student/family needs.
7. Strengthen agency impact in the community by providing community involvement opportunities for staff, volunteers and participants	Outreach Committee	Jocelyn Wright	Ongoing	Managers/superintendents volunteered at the adapted tennis tournament in Hanover Park, 10/11-10/13. In September staff volunteered at the Autism Speaks event. PURSUIT sites have added new volunteer sites: Mt Prospect preschool reading
8. Foster existing relationships with schools districts and higher education institutions for innovative programs and opportunities for recruitment, outreach, programming and research	Outreach Committee	Jocelyn Wright	Ongoing	1/14 & 15 Rolling Meadows High School, 1/16 attended Camelot Therapeutic Day School Resource Fair, 4/11 attended District 54 EC resource Fair, 4/17 attended U-46 EC resource Fair, 4/25 District 15 Kimball Hill open house, 8/14 Attended family open house in School District 59 reaching a diverse group of families. 8/19 Followed up by an informational presentation to the teachers to share program offerings and gather student/family needs. 9/10 & 11 attended U-46 Explore event, 9/11 attended NSSEO Kirk open house

Focus 4C. Facility Usage and Location Analysis

Goal	Department	Point Person	Quarter Completed	Objective Completed
9. Maximize program capacity by ensuring accessible and equitable use of member Park District facilities	Facility Team	Danielle Ralph	Ongoing	Continuing to look for new and different spaces throughout the park districts. Starting programs at Wheeling- PURSUIT location

Outstanding Service

10. Increase use of facilities by fostering relationships with community agencies within the service area	Facility Team	Joann Synder	Ongoing	Met and toured Lake Shore Gymnastics Academy in Mt. Prospect to foster cooperative programming. Will be utilizing them for LED in 2019, working together to create a rhythmic gymnastics team and additional programming for beginning tumbling. Met with Mount Prospect Music Therapy Inc. to explore music therapy classes
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Focus 4D. Program Service Analysis and Development

Goal	Department	Point Person	Quarter Completed	Objective Completed
11. Ensure appropriate program delivery related to age groupings, ratios, and communication of program related information	Program Staff	Joann Synder	Ongoing	Starting the process to update age breakdowns for the W/S brochure and working on communication tools to inform families of the new breakdown
12. Analyze accessible transportation survey results and develop an action plan in conjunction with Connect to Community	Admin	Brian Selders	First	Transportation Needs, Accommodations and Obstacles received 341 responses. Creation of whitepaper and hosting of Focus Groups completed. Executive Summary and Report are in process.
13. Installment of Dream Computer Lab at Rolling Meadows Park District	Admin	Rachel Hubsch Brian Selders	Third	Network, electricity, WiFi, and camera system installed. Equipment has been delivered and installed in August. Network configurations have been completed and room is fully functional.
14. Installment of Sensory Garden at Hanover Park Park District	Admin	Andrea Griffin	Third	Phase 1 complete, Phase 2 will take place in the spring of 2020
15. Installment of Snoezelen Room at Mt. Prospect Park District	Admin	Andrea Griffin	Third	Installation took place October 28-30