

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 |
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| 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 | Tracey Crawford /Tom Draper (Admin) | 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 | Tracey Crawford / Darleen Negrillo (Admin) | 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 | Tracey Crawford /Tom Draper (Admin) | In progress - budget summary is complete and available on our website. Will work on additional materials in Q4. |
| 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 | Tracey Crawford / Rachel Hubsch (Admin) | 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 | Tracey Crawford / Rachel Hubsch (Admin) | Comparison has been completed. Updating current fee policy. |
| | 3. Research and implement financial software that will address all financial reporting needs | Tracey Crawford / Darleen Negrillo (Admin) | In progress, new software selected and in implementation stages. Will transition to new software as of Jan 1, 2024 |
| | 4. Create job description for full time finance position to hire in current year | Tracey Crawford / Darleen Negrillo (Admin) | Complete in March 2023 |
| | 5. Streamline all bank accounts to clarify general reserve, operation fund and capital fund | Tracey Crawford / Darleen Negrillo (Admin) | Completed in January 2023 |
| | 6. Create separate operating and capital fund budgets | Tracey Crawford / Darleen Negrillo (Admin) | Completed in January 2023 |
| | 7. Create a fee structure for outside trainings based topic, length and trainers requesting | Tracey Crawford / Victoria Gonzalez (Inclusion) | Collected data on cost of similar trainings in 2nd quarter. Request for with fees completed in 3rd quarter. |

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| Focus 1A: Clarify Financial Model | | | |
|---|---|---|--|
| Strategic Goal | Objectives | Lead / Department | Actions |
| 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) | Complete. Maintenance plan schedule in place. |
| | 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 Q4. |
| 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) | Doing a full audit of all equipment in Q1 of 2024 |
| | 2. Create a maintenance and replacement plan for all equipment and supplies within programming spaces and specialty rooms | Darleen Negrillo (Operations) | Plan will be created after Full Audit in Q1 of 2024. |
| | 3. Based on the replacement schedule determine which items will be added to operations or capital replacement plan | Darleen Negrillo (Operations) | Plan will be created after Full Audit in Q1 of 2024. |

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Pillar 2: Operational Excellence

Establishment and monitoring of internal policies, procedures and systems to increase efficiency and organizational preparedness

Focus 2A: Restore In-Person Programming

| 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. Evaluation team streamlining all evaluations to be on JotForm and created the facility evaluation and sent to stakeholders in October. |
| | 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) | Move to 2024 for task of PAAC group. |
| | 3. Research other SRA's parent groups to create an NWSRA parent group that would bring advocacy, collaboration and assist with outreach efforts | Rachel Hubsch (Admin) | First meeting will be November 7 and we have over 30 application from parents to join the new parent group. |

Focus 2B: Recruit and Retain Staff

| Strategic Goal | Objectives | Lead / Department | Actions |
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| 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. Second Session will be completed in Q4. |
| | 3. Create a part time staff recognition program for employees to recognize peers | Jordan Ross (Support Services) | Pushed to 2024 with the lead staff leaving. Support Service Coordinators will begin to look back into this in 2024 |
| | 4. Post full time staff recognitions on social media platforms for families, stakeholders and member district peers | Tom Draper (Admin) | Continuing to post on social media and in newsletters as achievements arise |

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Pillar 2: Operational Excellence

Establishment and monitoring of internal policies, procedures and systems to increase efficiency and organizational preparedness

Focus 2B: Recruit and Retain Staff

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|---|---|--|---|
| 2. Determine an effective way to recruit employees and volunteers | 1. Implement the DSP Career Pathway program with in local high schools | Danielle Olson / Katrina Wiegand (Collaboratives) | Collaboratively with Clearbrook a high school interview has been created along with a training schedule. Have held 4 meetings with D214 to build the program and implement it school year 2023/2024. Program is created and launched with D214. Conversations with D211 are taking place during 3rd and 4th quarter. Working with Little City and Clearbrook to bring more opportunities to schools for DSP work. |
| | 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) | Continuing - marketing continues to work with recruitment to promote hiring of NWSRA staff |
| | 3. Determine quarterly recruitment plan to strategically target for staffing needs | Darleen Negrillo (Recruitment) | Winter, Spring & Summer seasons complete. Working on Fall Plan in Q4 |
| | 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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| Focus 2C: Remain on the Path to Meet Programming Needs | | | |
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| Strategic Goal | Objectives | Lead / Department | Actions |
| 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 and implementing changes to programming for 2024 |
| | 2. Conduct a focus groups across all age and ability groups to determine the current needs of the community | Rachel Hubsch (Program Development) | Move to 2024 and have the new PAAC group help run these quarterly. |
| | 3. Meet annually with QIDP's within local residential facilities to ensure needs are being met of adult residents | Jordan Ross (Support Services) | Contact has been made and meeting will be in Q4 to review 2024 programs and services. |
| 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) | Continuing to expand reach to attract diverse staff that will compliment NWSRA programs and services. |
| | 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 Q4 |
| | 3. Create marketing videos promoting participant success and/or testimonials in current programs and highlight park district they are residents of | Tom Draper (Marketing) | Move to 2024 |
| | 4. Collaborate with member agencies for joint marketing at member districts to promote inclusion | Tom Draper (Marketing) | Will meet with marketing staff at Park Districts in Q4 to come up with a plan for 2024 |
| Focus 2D: Reaffirm NWSRA Programming Operations and Sites | | | |
| Strategic Goal | Objectives | Lead / Department | Actions |
| 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 than organized into an infographic type layout for easy understanding of the data. Regional packets were created and presented to Board Members in Q2 at the May Board Meeting. Will take fourth quarter to overlay the data against NWSRA current and inactive participation and program statistics |
| | 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 in Q4 now that ROI reports have been completed |
| | 3. Distribute findings and action steps to all stakeholders | Tom Draper (Marketing)/Tracey Crawford | Will complete in Q1 of 2024 once actions steps have been created in Q4. |

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| Focus 2E: Cultivate Strategies and Controlled Growth | | | |
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| 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) | Move to 2024 |
| | 2. Update current internal communication plan to streamline processes and safeguard data | Tom Draper (Technology) | Completed - Implemented KnowBe4 to assist with training staff on cyber security Awareness to help safeguard our data. |
| | 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 - A number of reports have been corrected streamlining processes. |
| | 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 and paired with them on the pumpkin splash special event. Move to 2024 to add to Superintendents meeting with Park Districts |
| | 2. Establish two new relationships within local High School Athletic Departments to enhance Lightning Athletics | Courtney Feckse (Lightning Athletics) | Created Contact list of local High schools' Athletic Directors and will sent out interest letter in Q2. Move follow up to 2024 |
| | 3. Research two new contracted instructors for specialized lessons | Jordan Ross (Support Services) | Hired new drum instructor and piano instructor. Swim lesson instructors hired for Fall Season |
| | 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. Program postponed due to various constraints. Program Development team is continuing to research to select the best organization to partner with. Little City has shown interest and will meet with them in 2024 to discuss potential program structure and partnership. Goal postponed to 2025. |
| | 5. Research 2 Cooperative Purchasing Programs such as Sourcewell and join one by the end of 2023 | Darleen Negrillo (Operations) | Completed on Q3 with purchase of printer. |

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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 |
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| 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) | Will begin in Q4 and continue into 2024 with the analysis of the ROI statistics and reports. |
| | 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 will resume in Q4 after summer camp so that staff may get back to participating. |
| | 3. Create training and education opportunities on diversity, equity and inclusion for staff and stakeholders | Tracey Crawford (Admin) | Will begin process in Q4 now that DA is completed. Will continue this goal in 2024 |
| 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 within 1st quarter. 2nd quarter the Outreach Committee has had information and an outreach table at 18 events with Member Park Districts and School Districts. At the end of 3rd quarter the Outreach Committee attended over 40 local events on behalf of NWSRA. |
| | 2. Create and disseminate marketing materials to educate the community on newly developed NWSRA Regions | Tom Draper (Marketing) | Completed |
| | 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 Q4. |
| 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) | Move to 2024 for Program Development Committee |
| | 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) | Move to 2024 for Program Development Committee |

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| Focus 3B: Empower Staff Through Training | | | |
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| Strategic Goal | Objectives | Lead / Department | Actions |
| 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) | Completed. In Q2 communication with Heinz Brothers Greenhouse and Garden Center to set up a fall container workshop as well as the Arlington Heights Garden Club for a training on post harvest activities for next years garden for the Sensory Garden Team. In Q3 staff attended a Sensory Garden/Greenhouse session at ATRA. |
| | 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) | Completed. Rachel reached out to Chime to assist with the development of the Music Room. New relationship created in Q3 with staff from Root in Nature for the Greenhouse and Sensory Garden. |
| | 3. Create job tasks related to each specialized programming space to determine the need for outsourcing staff | Andrea Griffin / Rachel Hubsch (All Specialty Teams) | Completed for Sensory Garden and Sensory Room. Job tasks have been identified for the Sensory Garden. Job tasks created for sensory room. |
| 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 | Tracey Crawford / Darleen Negrillo (Admin) | Starting in Q4 |
| | 2. Create modules on various training topics within Power DMS to maintain and enhance training efforts | Darleen Negrillo (Admin) | Will begin after NWSRA has completed the DA Review in Q4. |
| | 3. Establish a training schedule, materials and resources for full and part time staff | Darleen Negrillo (Admin) | Starting after the training needs have been evaluated, then a calendar for the training will be created with materials that compliment the training modules. |

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| Focus 3C: Encourage Current Succession Plan | | | |
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| Strategic Goal | Objectives | Lead / Department | Actions |
| 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) | Pushed to 2024 with the lead staff leaving. Support Service Coordinators will begin to look back into this in 2024 |
| | 2. Create a training and marketing materials on becoming a NWSRA Lightning Athletic Coach | Courtney Feckse (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) | Completed. Survey sent to staff with over two years of experience. |
| Focus 3C: Encourage Current Succession Plan | | | |
| Strategic Goal | Objectives | Lead / Department | Actions |
| 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 Q4 after the DA Review |
| | 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. The 360 SWOT analysis has been completed for 2 staff who will continue to complete the Coordinator Professional Development Series. The third 360 SWOT will be completed in 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 after the survey has been completed and the results analyzed in Q4. |
| | 4. Create a management level development series for full time staff | Tracey Crawford (Admin Team) | Move to 2024 |
| 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) | Completed. The Mentorship Team has taken two Coordinators through the Manager Series and two Recreation Specialist through the Coordinator Series in Q2. |
| | 2. Select full time staff who meet the qualification each year for the mentoring program | Andrea Griffin (Mentorship Committee) | Completed. 5 staff have been identified to go through the mentorship process and 1 staff have been identified to be added to the Mentorship Team |
| | 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) | Completed. Mentors have been assigned to 4 staff |

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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 | Danielle Olson / Katrina Wiegand (Collaboratives) | Completed. Expenses & Revenue gone over monthly |
| | 2. Analyze the PURSUIT budget based on newly developed fee policy | Danielle Olson / Katrina Wiegand (Collaboratives) | Completed. Using the updated fee policy, Rise & Shine will be increased in 2024 |
| | 3. Develop profit percentages based on the fee policy for both Clearbrook and NWSRA | Danielle Olson / Katrina Wiegand (Collaboratives) | Move to 2024 |
| 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 | Danielle Olson / Katrina Wiegand (Collaboratives) | Move to 2025 |
| | 2. Identify certain days that each PURSUIT site that could appropriately accommodate above current daily client thresholds | Danielle Olson / Katrina Wiegand (Collaboratives) | Completed. Days have been identified for all of the 6 sites and clients are attending on those days |
| | 3. Create a list of potential PURSUIT clients that would be successful in the program outside the current ratios | Danielle Olson / Katrina Wiegand (Collaboratives) | Completed. All 6 sites have identified additional clients attending on select days. |

Focus 4B: Support Innovative and Specialized Programming

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| 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) | Completed. Compiled a list of garden clubs and contacts to be used for the sensory garden and green house |
| | 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) | Completed. Financial impact for sensory garden has been investigated. Impact to budget is minimal and for 6 out of 12 months |
| | 3. Layout a timeline for completion of Accessible Greenhouse base on resources and funding | Andrea Griffin (Greenhouse Team) | Completed. Time line has been created and phase 1 purchasing has begun. Working with Wheeling Park District for phase 2 in fall for concrete pouring |

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| Focus 4C: Stand Behind Transportation Needs | | | |
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| Strategic Goal | Objectives | Lead / Department | Actions |
| 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) | Completed in May |
| | 2. Complete a report on current transportation usage in order to utilize for budgeting and projection of vehicle maintenance and repair | Darleen Negrillo (Operations) | Complete in Q4 |
| 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) | Form completed to be utilized for Fall programming |
| | 2. Re-establish pick up and drop off locations within the newly developed regions | Rachel Hubsch (Admin) | Program Development team working on this Q3. Day Camp transportation implemented this year. |
| | 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 data to build next 5 year replacement plan to begin in Q3 and completed Q4. |