

Financial Management

Focus 1A. Budget Training				
Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Create a universal guide to enhance all staff knowledge of department budgets in relation to the overall budget	Director's Work Plan	Rachel Hubsch	On Going	Due to COVID-19 the Director has focused on the creation of an amended 1st and 2nd quarter COVID-19 budget for FY2020 with the Administrative Team and Managers. All levels of staff are educated on the new COVID Budget and how it effects their department.
2. Create training modules to be uploaded into Power DMS that stem from the universal guide.	Admin	Rachel Hubsch	On Hold	Move to 2021 after Distinguished Accreditation
Focus 1B. Alternate Funding Sources				
Goal	Department	Point Person	Quarter Completed	Objective Completed
3. Increase collaborative/cooperative programs by partnering with other agencies to address increased programming needs	Program Development	Emily Nock	On Going	On hold until we reach Phase 5 of the 'Restore Illinois' phase plan.
Focus 1C. Program Fee & Budget Analysis				
Goal	Department	Point Person	Quarter Completed	Objective Completed
4. Investigate transportation hubs system to decrease cost and vehicle usage	Director's Work Plan	Darleen Negrillo	On Hold	Due to COVID-19 and the Governors Stay at Home order programs and services have been postponed until May 30. The Stay at Home order also froze the hiring of the Operations Coordinator, who would be assigned the point person for this project. Based on the return to work Reassignment of Duties, this project will be completed by the Superintendent Administrative Services and the Executive Director.

Financial Management

5. Implement the formula and levels for part-time staff pay rates to address minimum wage increases	Director's Work Plan	Darleen Negrillo	On Going	This was completed during the winter session when part time staff were working programs. If summer in person programming occurs, the new pay rates will go into affect with part time staff who are brought back from furlough staff. NWSRA does not anticipated hiring more than approximately 25 part time staff to assist with any face to face programming held during phase 3 and 4 of "Restore Illinois". As of July 14, NWSRA has hired 14 part time staff to assist with inclusion and programs and services during Phase 4.
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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
6. Create appropriate funding to cover both anticipated and unanticipated building repairs, rental increases and deep cleaning in owned/leased NWSRA spaces.	Director's Work Plan	Darleen Negrillo	On Going	Due a COVID-19 we had to sanitizing the Administrative Offices and programming spaces. We are working with the collaborative Member Districts to address the programming spaces. Staff were able to use funds from line items cut in the COVID 19 monthly budgets to cover the unanticipated expenditures for PPE and cleaning.
7. Continue to financially analyze the expansion of PURSUIT, PURSUIT Plus and STAR	Director's Work Plan	Katrina Place	On Going	This has been put on hold. However, NWSRA has toured Hoffman Estates Park District with staff to discuss plans to turn the Vogel Home into a viable NWSRA programming space.
8. Implement ADA transition plan items once Illinois Capital Improvement Grant has been awarded	Director's Work Plan	Brian Selders	On Going	Put on hold as the State of Illinois has not released any Capital Improvement Grant Funds.

Operational Excellence

Focus 2A. Adult and Senior Programming				
Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Investigate and develop senior programming model and partnerships for the aging adults	Director's Work Plan	Andrea Griffin	On Hold	Due to COVID-19, this goal has been put on hold until NWSRA can discuss potential program options with collaborative partners.
2. Evaluate all NWSRA programs offerings for Adults/Seniors	Director's Work Plan	Liz Thomas	On Hold	Toured 2 senior programs and working with Clearbrook to create senior day program curriculum. For time being this has been put on hold until IDHS lifts its restrictions on stay at home orders for seniors with disabilities living in residential facilities.
3. Develop and implement fifth and sixth NWSRA Program Space and PURSUIT locations	Director's Work Plan	Andrea Griffin	2nd	NWSRA Programming Space at Wheeling and Buffalo Grove Park Districts were officially opened with the start of Day Camp on July 6th. Staff are working to finish the final decorative touches for anticipated Collaborative Program start in September 2020.
4. Create participants eligibility guidelines for traveling trips and overnights	Management	Liz Thomas	On Hold	Researching other SRA guidelines (MA assisting), No trips until 2021 and guidelines might change based on general COVID guidelines.
5. Revamp and market new social clubs names and essential eligibility to address aging populations, ratios and age ranges	Programming	Manny Aguilar	On Hold	Going to push to Winter/Spring 2021
Focus 2B. Early Childhood and School Age Programming				
Goal	Department	Point Person	Quarter Completed	Objective Completed
6. Expand the Ability Awareness program within elementary schools	Inclusion	Victoria Gonzalez	1st	Ability Awareness timeline and grid has been created to offer services "fairly" to a multitude of districts as requests come in.

Operational Excellence

7. Evaluate all NWSRA programs offerings for Early Childhood and School Age	Director's Work Plan	Victoria Gonzalez	On Hold	Due to COVID 19, evaluations of EC and school age programs have been postponed.
8. Investigate expansion of STAR Academy in northern region	Director's Work Plan	Katrina Place	2nd	STAR Coordinator has reached out to school districts in Buffalo Grove and Wheeling to make intial contact. Waiting on schools to finalize their plans for the 2020-2021 school year. Looking to schedule a meeting to introduce the STAR Academey to school personal late fall.

Focus 2C. Communications and Publicity

Goal	Department	Point Person	Quarter Completed	Objective Completed
9. Continue to publicize NWSRA staff achievements and program highlights	Programming	Brian Selders	On Going	Program highlights, including Virtual Programming, new offerings such as the NWSRA Cookbook and Activity Packet, online Activity Center have been publicized through articles on social media, e-mail blasts, ATRA publications, NRPA website, IPRA, newspapers and more. Staff achievements, including recognition, awards and participation in diversity, inclusion and equity initiatives have also been publicized ithroughout 2020
10. Promote NWSRA and its programs and services through sharing of personal success stories	Programming	Brian Selders	On Going	Personal success stories have been shared via social media, e-newsletters and a new web page has been created to share stories to potential supporters.
11. Define NWSRA job titles and descriptions to adhere / match NCTRC and ATRA guidelines	Director's Work Plan	Rachel Hubsch	2nd	In the summer brochure, the program specialist titles, will reflect Recreational Specialists as the practitioners of Recreational Therapy who implement the NWSRA programs and services.
12. Define program and service categories and criteria offered at NWSRA as defined in the brochure	Management	Liz Thomas	1st	In Process of creating a tiered level system to help staff and families identify program categories and the criteria program category. Completed

Operational Excellence

13. Create branding for NWSRA Day Camps, Leisure Education and Ability Awareness to deliver to school districts	Marketing	Brian Selders	1st	New Day Camp, Leisure Ed and Ability Awareness brochures have been designed to create a 3 tiered packet of information to be distributed to schools. Staff will begin distributing once the schools are re-opened.
14. Create and Implement a needs assessment survey to assess the need for programming growth	Director's Work Plan	Liz Thomas	2nd	Several surveys both, online and phone calls, have been conducted to evaluate the spring virtual programs and services being offered during the COVID-19 Stay at Home order to assist with the creation of the summer virtual program offerings. This was done to get a evaluate the desire to participate in face to face programming on a smaller scale during the summer. There has been a permanent addition to the general online evaluation asking these things. Completed.
15. Revamp registration and personal care forms and the process of collecting participant information	Director's Work Plan	Liz Thomas	1st	Revamped registration and personal care information forms in 1st quarter.
16. Implement CIVI CRM database	Admin	Brian Selders	On Going	Quarterly report information is currently being pulled from the system, and customizations have been completed. Staff are performing a final review of customizations and are in the testing phase. User accounts and permissions have been created. Currently working on finalization of registration process. Full implementation of the new database will take place by the end of the year.
17. Upgrade server and systems to meet Microsoft requirements	Admin	Brian Selders	1st	Computers and servers have been updated to meet Microsoft requirements
18. Reach out to Park District Executive Directors for invitation to board meetings	Director's Work Plan	Tracey Crawford	On Going	The Executive Director has conducted two New Board Member Orientations buut all in person member District Board Meetings have been rescheduled to Zoom calls.

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 through various platforms	Admin	Rachel Hubsch	2nd	Due to COVID-19 the Director has focused on the creation of an amended 1st and 2nd quarter COVID-19 budget for FY2020 with the Administrative Team and Managers.
2. Provide continuing education opportunities reflecting the requirements established by PDRMA and DA accreditation standards	Admin	Rachel Hubsch	On Going	Providing required trainings through Zoom and researching new opportunities on a virtual platform
3. Create and implement new training system for new park district staff on NWSRA programs and services	Director's Work Plan	Andrea Griffin	on going	In Progress. Working with NWSRA Superintendent Group for feedback on current trainings and topics.
4. Host Programming Inclusion Together meetings to educate and support park district staff	Inclusion	Victoria Gonzalez	2nd	First PIT meeting was held in January. Second PIT held in May virtually.
5. Revamp part-time staff evaluations in order to provide specific feedback and identify staff ready for a leadership role for all departments	Management	Emily Nock	On Going	Evaluation has been restructured. Need to review with team to ensure using accurate competencies.
6. Develop position specific manuals for Admin and Managers	Director's Work Plan	Darleen Negrillo/Emily Nock	On Hold	Move to 2021
7. Finalize procedural manual for Management positions	Director's Work Plan	Rachel Hubsch	2nd	Adding additional resources due to COVID and then will be complete for reviewed with Management Team and Administrative Teams.
8. Host National Sib Shop training within one of NWSRA member districts	Management	Lauren Jevaney	On Hold	On hold due to current situation and financial recourses
9. Maintain and achieve agency accreditations and staff certifications	Admin	Rachel Hubsch	On Going	NWSRA is still financially supporting all renewals for mandatory Certifications for CTRS and CPRP

Promoting Leadership

<p>10. Prepare for DA reaccreditation for 2021 and new PDRMA process in 2020</p>	<p>Director's Work Plan</p>	<p>Darleen Negrillo</p>	<p>On Going</p>	<p>We pulled together our DA team and began the process of going through the requirements for Special Recreation Associations. We had a conference call with Jackie from PDRMA who is our assigned representative, and discussed the new process for agencies assigned to group B, and reviewed our self evaluation and the identified areas of improvement that we will focus on in the year 2020. NWSRA will be able to push the DA review to 2022. Staff are scheduled to attend a Power DMS webinar to start the process of uploading information in preparation for the DA review.</p>
<p>11. Create a list of training modules to upload into Power DMS</p>	<p>Admin</p>	<p>Rachel Hubsch</p>	<p>On Hold</p>	<p>Move to 2021</p>
<p>12. Reevaluate and create new full-time staff training and in-services to focus on therapeutic programming needs, DA / PDRMA requirements and professional development</p>	<p>Director's Work Plan</p>	<p>Rachel Hubsch</p>	<p>On Going</p>	<p>Start process in 3rd quarter. Currently focusing on COVID trainings and guidelines. Meeting to be set in mid August to set 2021 calendar year for in-services and training. List created of training topics to be reviewed at the August meeting.</p>
<p>13. Revamp Board / Agency policy and procedure manuals</p>	<p>Director's Work Plan</p>	<p>Tracey Crawford</p>	<p>2nd</p>	<p>The Board and Administrative Policy Manual has been completed by staff is being reviewed by our attorney's. NWSRA staff are currently working on updating the procedure manuals and finalizing the Return to work policy after the attorney's review.</p>

Promoting Leadership

Focus 3B. Succession Planning				
Goal	Department	Point Person	Quarter Completed	Objective Completed
14. Utilize NWSRA's succession plan to develop coaches from supervisory staff. Continue to offer mentoring opportunities for full-time staff	Director's Work Plan	Rachel Hubsch	On Going	During COVID-19 the Executive Director has continued to provide staff with Individualized Professional Development sessions, the focus of the sessions is to provide professional development plan and coaching and to assist with the development of their coaching and mentoring skills. Also, been assisting member district staff in developing their professional development plans.
15. Create mentoring committee for full-time staff and send out survey to assess staff needs for mentoring	Director's Work Plan	Rachel Hubsch	2nd	Committee has 4 members, Cathy Splett, Victoria Gonzalez, Jacki Moore and Rachel Hubsch. Survey created and will be send out in August.
Focus 3C. Public Relations				
Goal	Department	Point Person	Quarter Completed	Objective Completed
16. Effectively communicate factors that may affect program services including new legislation and regulations to participants, families, board members and the community	Director's Work Plan	Brian Selders	On Going	Updated information posted from Illinois.gov on NWSRA Advocacy page. Created the Coronavirus Center for families with updated information regarding guidelines and legislation. Created the COVID-19 page on the NWSRA Directors' site with updated information on guidelines and legislation regarding COVID-19.

Promoting Leadership

17. Educate new legislators on NWSRA programs, services, needs and opportunities	Director's Work Plan	Brian Selders	On Going	Have provided information to State Legislators regarding the Transportation Needs, Accommodations and Obstacles report, NWSRA efforts to address needs of families during COVID, as well inquired on available funding during COVID. Contacted Federal Legislators regarding Support Persons for individuals with disabilities, HEROES Act legislation and available funding for Special Districts.
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Focus 3D. Service Leadership

Goal	Department	Point Person	Quarter Completed	Objective Completed
18. Admin and Senior Manager to seek out disability service groups within member district	Admin	Andrea Griffin	2nd	After looking into specific disability groups staff found that they are becoming more inclusive and less specific. The Management Team has joined City of
19. Admin/Senior Manager be a part of community service group	Admin	Cathy Splett	1st	Tracey Crawford was elected as a board member for the Rolling Meadows Chamber of Commerce in February 2020. Liz Thomas joined the Rotary Club of Palatine in March 2020. Cathy Splett is a member of the Rotary Club of Buffalo Grove since 2017, Rachel Hubsch is a member of the Rotary Club of Schaumburg Hoffman and will investigate the cost of a corporate membership for NWSRA, and Andrea Griffin is joining the Mt. Prospect Women's Club. NWSRA and SLSF will continue to monitor the memberships during COVID-19.
20. Full-time staff to seek out recreational professional organization for memberships and committee involvement	Admin	Rachel Hubsch	1st	All Managers and Superintendents with a CTRS are ATRA and ILRTA Members, Admin has an agency membership to NRPA, All staff are IPRA members.

Outstanding Service

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

Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Share and Implement updated NWSRA's Fair Play guidelines and the participant care guidelines	Director's Work Plan	Andrea Griffin	2nd	Completed, Fair Play guidelines have been updated in monthly brochure and shared via Behavior Team meetings with families.
2. Reevaluate participant personal care forms and the process of gathering participant information	Director's Work Plan	Liz Thomas	2nd	All forms have been updated and combined with individual department forms. Registrants began using new forms for in-person programs in the summer season
3. Offer parent educational component during Sib Shops	Management	Lauren Jevaney	1st	Offered on 2/14 during Sibshops program
4. Create a unique recruitment campaign to portray the benefits of working at NWSRA	Recruitment / Management	Jake Joyce	On Going	Process started will carry over into 2021
5. Implement ADA Compliance on website and electronic / online materials	Director's Work Plan	Brian Selders	On Going	Completed review of website by Promet Source. Have begun remediation of site to meet ADA Compliance. Project has been delayed due to implementation of Virtual Programming/Activity Center and other IT needs related to COVID-19.
6. Create a questionnaire to collect feedback on program/services from registration to the end of a program	Director's Work Plan	Darleen Negrillo/ Emily Nock		

Focus 4B. Community Outreach

Goal	Department	Point Person	Quarter Completed	Objective Completed
7. Revamp procedure in welcoming new families to NWSRA programs and services	Outreach	Liz Thomas	2nd	Welcome Packet reviewed and updated. Now sending to anyone that hasn't done programs in 2 years or longer. Completed

Outstanding Service

8 Strengthen agency impact in the community by providing community involvement opportunities	Staff Enrichment	Rachel Hubsch	3rd	Staff Enrichment has completed a book drive for Bernie's Books and currently raising funds to donate items to WINGS for the holiday season.
9. Enhance visibility of the NWSRA programs and services	Outreach	Liz Thomas	On Going	Completed total of events pre COVID - 19. Staff are keeping an extensive list of all places NWSRA programs and services are being shared with member communities
10. Implement new tracking system to identify community visibility	Director's Work Plan	Liz Thomas	3rd	Staff are keeping an extensive list of all places NWSRA programs and services are being shared with member communities.
11. Enhance social media presence for NWSRA	Marketing	Brian Selders	On Going	Social media engagement has increased on all platforms (Facebook, Twitter, Instagram, YouTube) through a variety of campaigns including the NWSRA Activity Center, Virtual Programming, #NWSRACONNECTED, SLSF High 5 Challenge, Unplug Illinois, A Day of Togetherness and more. Facebook increased to 9,113 followers, Instagram increased to 618 followers, Twitter increased to 384 followers, and Youtube had over 9,300 impressions in the month of September
12. Host open houses for Dream Lab in Rolling Meadows and Snoezelen Room in Mt. Prospect	Director's Work Plan	Brian Selders	3rd	Open House will be hosted virtually (due to COVID-19) on December 3, 2020. The Open House will include virtual tours of the Dream Lab in Rolling Meadows, Snoezelen Room in Mt. Prospect, as well as the new NWSRA programming spaces in Wheeling and Buffalo Grove.
Focus 4C. Facility Usage and Location Analysis				
Goal	Department	Point Person	Quarter Completed	Objective Completed
13. Maximize use of member Park District facilities to ensure participants are included within the community	Director's Work Plan	Darleen Negrillo	2nd	Majority of programs for inter/Spring season were moved to NWSRA program spaces. Will continue to move more as we continue through the Summer 2020 in person programs during COVID.

Outstanding Service

14. Increase facilities by creating relationships with community agencies	Facility Operations	Darleen Negrillo	On Hold	On hold. Will continue once a new Operations Coordinator is in place.
15. Implement technology and design within new programming spaces	Technology	Brian Selders	3rd	Technology implementation is complete at Buffalo Grove and Wheeling. Design will take place in 3rd quarter.
16. Revamp facility usage reports	Director's Work Plan	Andrea Griffin	On Going	Reviewing current reports to identify what we would like in new reports and working on construction of report into data base.
17. Evaluation of facility needs vs actual per program season	Facility Operations / Management	Operations Coordinator	On Hold	On hold. Will continue once a new Operations Coordinator is in place.

Focus 4D. Program Service Analysis and Development

Goal	Department	Point Person	Quarter Completed	Objective Completed
18. Share Transportation Report results in conjunction with Connect to Community	Director's Work Plan	Brian Selders	On Hold	The Transportation Needs, Accommodations and Obstacles Report has been shared at: https://www.nwsra.org/transportation . In March, NWSRA and Connect to Community hosted a small group of potential partners (NSSEO, Clearbrook, Arc of Illinois, Schaumburg and Arlington Heights Townships, Legislators) to discuss the results and determine next steps. It was determined that Campfire Concepts and WIU would work on providing pricing and an outline of GIS mapping information to bring back to the group, and the group would reconvene to discuss recommendations within the report. Project has been put on hold due to COVID-19

Outstanding Service

19. Analyze Transportation Report results to develop an action plan for NWSRA to address transportation barriers and needs	Director's Work Plan	Andrea Griffin	On Hold	The full Action plan report is on hold. In mean time staff are starting to utilize the results to re-structure the Collaborative and Saturday Program so options better fit the needs of families once transportation is provided again.
20. Install phase two of Sensory Garden at Hanover Park Park District	Director's Work Plan	Andrea Griffin	2nd	Purchasing a few more items for the garden, planted donated plants from Elk Grove Park District, and securing volunteers to help with maintaining the garden moving forward.
21. Investigate placement of fourth Snoezelen Room	Director's Work Plan	Andrea Griffin	2nd	Snoezelen Room for NWSRA Space at Wheeling has been presented, working with SLSF to raise funds for room to possibly be installed in late 2021. Will begin drawings for 5th room for Buffalo Grove with Flag House.
22. Revamp individuals department client/participant assessment forms	Inclusion / Collaborative	Victoria Gonzalez/Katrina Place	2nd	Updated Resident Observation Form. New Participant Observations forms have been created for virtual observations and to include in-person programming with sections on participants being able to follow new safety guidelines.
23. Define the criteria for Recreation Therapy Programs and Services offered at NWSRA	Director's Work Plan	Rachel Hubsch	On Going	In process of creating definitions and criteria to identify different types of programs and services
24. Create a consistent evaluation system for programs/services and staff	Management	Liz Thomas	3rd	Survey monkey to be sent out minimum once per season for any and all programs. Added evaluation section to the brochure starting September.