

NWSRA Agency Goals 2025

Pillar 1: Financial Management Strategic stewardship of revenues and expenses to maximize financial stability of the association			
Strategic Goal	Objectives	Lead	Actions Completed
Establish a financial picture that equitably outlines goals and best practices for NWSRA's operations, reserve fund, capital fund, and member district assessments.	Improve the efficiency and utilization of our financial reporting systems.	Nick Eckelberry	Actively researched new software solutions while continuing to collaborate closely with Account representatives to optimize current system functionality and ensure efficient, accurate reporting.
	Create a plan for long term financial sustainability for specialty projects.	Nick Eckelberry/Leadership Team	Initiated development of a long-term financial sustainability plan for specialty projects. This will include an evaluation of funding strategies, allocation of funds, and alignment with organizational best practices and operational goals.

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Pillar 2: Operational Excellence Establishment and monitoring of internal policies, procedures and systems to increase efficiency and organizational preparedness			
Strategic Goal	Objectives	Lead	Actions Completed
Review Voice of the Customer feedback to determine programming offered within the NWSRA brochure.	Analyze program registrations versus cancellations to determine which programs needs to be revamped or removed from each category in the brochure	Kate Moran	Collaboration with the Program Development Team began in Fall 2025, aligning with the 2026 program budgeting process. The Program Development Team is offering new EC programs that better align with D15 preschool schedule. In addition, Social Club age ranges have been adjusted, and we will now offer Special Events in 2026 for all ages.
Implement Research Outreach Initiative (ROI) to evaluate the census, school and stakeholder statistics.	Develop action steps to address the needs for services within the NWSRA footprint based on the report findings.	Rachel Hubsch/Victoria Gonzalez	Collect and analyze stakeholder data through end-of-season evaluations, Q2 through Q4. Lunch program surveys and assessments. Currently reviewing outreach efforts and networking opportunities across all 17 Member Districts to inform targeted action steps based on identified service needs.
	Distribute findings and action steps to all stakeholders.	Tom Draper	Will be completed in Q4.
Research, develop and implement a technology Plan to meet the demand of current trends.	Configure and evaluate the online registration software within Civi CRM and investigate adding an option to request scholarships within online registration.	Tom Draper	The implementation of a new registration software system will launch in December 2025, with a user-focused rollout planned for families and participants in to enhance the overall registration experience.
	Revamp agency and director's website to enhance user experience to gain information and resources for stakeholders.	Tom Draper	A new, modernized website is currently in development, including an enhanced Directors' portal designed to improve functionality, accessibility, and communication.
Reestablish partnerships with agencies that align with NWSRA's mission and vision to maximize resources.	Establish two new relationships within local High School Athletic Departments to enhance Lightning Athletics and to assist with All Star Games to enhance community engagement.	New Support Services Manager/ Victoria Gonzalez	Currently in process. Staff have had contact with Fremd to build that relationship. Staff are waiting on students to get paperwork in. Will research other high schools in the area to work with.
Strategic Plan for 2026-2028	Plan and implement internal strategic planning process allowing input from all stakeholders and staff.	Leadership Team	Currently researching and gathering proposals from qualified consultants to guide the development of NWSRA's next strategic plan.

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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			
Strategic Goal	Objectives	Lead	Actions Completed
Expand knowledge and understanding of the partnerships between NWSRA and Member Districts.	Expand marketing efforts within each member district to bring awareness of the unique relationship between member park districts and what being a part of an SRA means to community members within all 17 park districts.	Tom Draper	As part of the new website development, staff are highlighting the unique history and purpose of NWSRA to clearly convey our mission, the communities NWSRA serves, and the value of NWSRA partnerships with Member Districts, enhancing understanding for all visitors to the site.
Increase awareness of the field of Therapeutic Recreation and the Recreation Therapy Services provided by the Association to participants, families, staff and stakeholders.	Utilize all marketing resources to educate stakeholders on the field of Therapeutic Recreation and the practice of Recreational Therapy.	Tom Draper / Rachel Hubsch	Collaborated with colleges, universities, and SRA's to develop an educational flyer that promotes awareness of Therapeutic Recreation and the practice of Recreational Therapy.
Create a comprehensive training program for full time staff.	Develop training manuals and monthly timelines for each position and department within the agency to assist with internal promotions through succession planning.	Sara Carey/Andrea Griffin	In the development stage of creating a detailed training manuals and monthly onboarding/timeline guides for each position and department to support staff development and strengthen internal succession planning efforts.
Create a Professional Development program and incentive program for part time staff to encourage growth and advancement.	Create a Program Leader training course for part time staff who are seeking more responsibility.	Manager of Support Service/Victoria Gonzalez	Working with Support Services Department to create a Program Leader Training Course tailored for part-time staff interested in taking on greater responsibility, forming the foundation of a broader professional development and incentive program to support staff growth and advancement.

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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

Strategic Goal	Objectives	Lead	Actions Completed
Investigate Collaborative partners for Senior programming and vocational opportunities.	Research, design and assess all resources needed for PURSUIT Plus within the current PURSUIT program in collaboration with Clearbrook.	Danielle Olson / Kaila Robinson	The PURSUIT Plus initiative is currently on pause as we collaborate with Clearbrook to ensure the long-term sustainability of the existing program for NWSRA. Together, we are also developing a comprehensive 3-to-5-year strategic plan to guide the program's future direction and potential for expanded vocational and senior-focused opportunities.
Assess and evaluate 1:1 programming, specialty and virtual programs offered within NWSRA specialty spaces.	Gather data on all programs to see trends in programming. Create a survey to send to families who participants in programs within specialty spaces, 1:1 and virtual programming.	Victoria Gonzalez	Survey sent out to families and staff. Will review results in December.