



2022-2024 Strategic Plan

FORWARD

TEAMWORK • RESPECT • ENTHUSIASM • COLLABORATION • COMMUNICATION
2022 - 2024 NWSRA COMPREHENSIVE STRATEGIC PLAN



Pillar 1: Financial Management

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

Feedback from the Strategic Plan was collected from the Survey, Board, Residents, Community Partners and Staff Focus Groups. In the following Strategic Plan Goal Document Community Partners and Residents are identified as the Stakeholder origin.

Financial Management

Focus : 1 A Clarify Financial Model

The pandemic has presented an opportunity for the Board and staff to revisit NWSRA’s financial model and to clarify funding strategies, philosophies, and goals. There are many “individuals” within the Association; individual member agencies, individual staff members, individual participants – all with specific needs. NWSRA has brought these individuals together under a collective umbrella: meeting the recreation needs of individuals with disabilities. Finance have been and should be viewed with this lens.

Goal	Year to Complete	Origin
Educate and increase the understanding of how the Association’s planning and budgetary priorities are supportive of the mission	2022-2024	Survey
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	2022	Board
Create a maintenance and replacement plan for vehicles	2022	Board
Create a maintenance and replacement plan for NWSRA programming spaces including specialty rooms	2022	Survey





Pillar 2: Operational Excellence

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

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Operational Excellence

Focus : 2A Restore In-Person Programming

NWSRA quickly pivoted to a virtual programming platform during the pandemic. It has been an effective strategy, but it does not replace the benefits of in-person programming. Families and care providers want participants to safely return to in-person. However, many question if and when this vulnerable population will feel comfortable in public again. Socialization, travel, special events, and many other benefits have been missed by participants. Some might say, “the way we were working won’t work anymore.” How does NWSRA need to adapt its programs and services in unstable circumstances?

Goal	Year to Complete	Origin
Set thresholds for programs offered each season by age group and day of the week	2023	Board
Assess the need for programming for medically fragile, intense behavioral and personal care needs	2024	Stakeholders
Revamp current program evaluation system and hold planning meetings based on evaluation input	2022	Stakeholders

Focus : 2B Recruit and Retain Staff

It is difficult to find staff in the current job market, let alone applicants who possess the skills and character needed to serve individuals with disabilities. Burn out and turnover are all too common for SRA staff. How can NWSRA bolster staff? In what ways can everyone thrive?

Goal	Year to Complete	Origin
Determine an effective way to motivate all employees and volunteers based on the vision statement	2022-2024	Survey
Continue to analyze full and part time salaries in order to stay actively competitive in the work force	2024	Survey
Market the unique benefits of working at NWSRA	2023	Stakeholders
Revamp and implement a Volunteer Program	2023	Survey

Operational Excellence

Focus : 2C Remain on the Path to Meet Adult Programming Needs

The older adult population of individuals with disabilities continues to grow. Demand for services continues to increase with some requiring day services or longer programs due to the lack of school, work, or activities in general.

Goal	Year to Complete	Origin
Ensure current adult program offerings are meeting the needs of the community	2022-2024	Stakeholders
Create programming to meet the needs of the senior population	2024	Board
Enhance marketing efforts to increase awareness of adult programs offered at NWSRA	2022-2023	Survey

Focus : 2D Reaffirm NWSRA Programming Operations and Sites

In collaboration with its member districts NWSRA has acquired 6 satellite locations within its footprint and has maintained its standard of excellence throughout the transition. How can NWSRA effectively maintain this service, its capital output, staffing needs, while maintaining standards and meeting the growing demand?

Goal	Year to Complete	Origin
Reestablish Research Outreach Initiative (ROI) to evaluate the census, school and stakeholder statistics	2022-2023	Staff
Identify resources needed to sustain regional programming	2023	Survey
Create regional programs and services	2024	Survey
Diversify marketing efforts to bring awareness to the newly established regions within NWSRA footprint	2024	Survey

Operational Excellence

Focus : 2E Cultivate Strategies and Controlled Growth

Programming has been as fluid as a river in recent years. Some seasons, in-person programming has dried up. Other times the river has been raging, but participants have been reluctant to enter the water. As the river continues to wander off-course, analytics and an Association-wide assessment of the viability of programs and services may play an important role in the future of the Association. Growth management is typically a government strategy that is employed to manage population growth to ensure that resources meet demands in particular regions. In this case, NWSRA has found several niche areas with high demand and has grown quickly to meet these needs. A feasibility study and a managed growth model tailored to NWSRA's situation, may be appropriate for NWSRA's future. Are staff and resources overextended? What strategies will help NWSRA maintain excellence, meet demand, and support member agencies and staff.

Goal	Year to Complete	Origin
Increase awareness of financial scholarships to remove financial barrier to participation	2022-2024	Survey
Research, develop and implement a Technology Plan to meet the demand of current trends	2022-2024	Staff
Reestablish partnerships with agencies that align with NWSRA's mission and vision to maximize resources	2022-2024	Survey
Create teaser/showcase/one-day programs to increase outreach efforts	2023-2024	Staff



Pillar 3: Promoting Leadership

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

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Promoting Leadership

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

Author Bob Goff titled his book with this statement. It may apply well in the current circumstances in which the pandemic has turned all of us into a task-oriented society; focused inward and on the details. NWSRA has always been a people-oriented organization, focused on caring for Everybody. Always. Reorienting the Board, staff, and SLSF to focus on this culture is a crucial step toward restoring decorum. NWSRA has been built upon kindness, caring, and understanding for all. This needs to be authentically lived out at all levels!

Goal	Year to Complete	Origin
Revamp Core Values based on survey results	2022	Survey
Create a committee to address diversity, equity and inclusion	2022-2024	Survey
Strengthen relationships among Board Members and between Board Members and Staff	2022	Board
Expand knowledge and understanding of the partnerships between NWSRA and Member Districts	2022-2024	Survey
Increase awareness of the field of Therapeutic Recreation and the Recreation Therapy Services provided by the Association to participants, families, staff and stakeholders	2022-2024	Survey



Promoting Leadership

Focus 3B: Empower Staff Through Training

All would agree that staff are NWSRA's greatest asset and the training program supports this belief. Staff want to grow and perceive the training they receive is an important benefit. NWSRA's clients, member agencies, and partners recognize the importance of its highly-trained staff with specialized skills.

Goal	Year to Complete	Origin
Enhance current training opportunities for specialty programs and facilities for staff	2022-2023	Staff
Increase knowledge of job roles across all departments	2022	Board
Create a comprehensive training program for all staff	2022-2023	Survey

Focus 3C: Encourage Current Succession Plan

Effective succession planning identifies key roles and targets staff with enhanced resources to develop through goal setting. This process has prepared many staff for future responsibilities. Staff, Board Members, and clients found the current process to be of value to NWSRA.

Goal	Year to Complete	Origin
Create a Professional Development program for all staff to encourage growth and advancement	2022-2024	Survey
Executive Director will conduct SWOT analysis to create individual professional development plans with staff who have completed one year of service, or veteran staff who have chosen a career path and are actively pursuing advancement	2022-2024	Survey
The Professional Development Committee will present and role out the full time mentoring program for staff actively seeking advancement	2022-2023	Survey



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.

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Outstanding Service

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

All would agree that staff are NWSRA's greatest asset and the training program supports this belief. Staff want to grow and perceive the training they receive is an important benefit. NWSRA's clients, member agencies, and partners recognize the importance of its highly-trained staff with specialized skills.

Goal	Year to Complete	Origin
Collaborate with Member Districts and Clearbrook to incorporate vocational services to PURSUIT Community Adult Day Program	2022-2023	Staff
Research, Create and Implement the program model for PURSUIT Plus with collaborative partner Clearbrook	2022-2024	Staff
Assess and evaluate all 6 PURSUIT Community Adult Day locations	2023	Staff

Focus 4B: Support Innovative and Specialized Programming

Safely restoring in-person programming, caring for the recreation needs of individuals with severe disabilities, partnering to find work opportunities, and adult programming were niche priorities for families and care providers. However, virtual programming and micro-adventures (opportunities for day trips to participate in outside of ordinary activities) were also important options, pending circumstances.

Goal	Year to Complete	Origin
Assess and evaluate 1:1 Therapy Programming	2023-2024	Stakeholders
Assess and evaluate Specialty Programs and Facilities	2023-2024	Stakeholders
Assess and evaluate Virtual Programming	2023-2024	Stakeholders

Outstanding Service

Focus 4C: Stand Behind Transportation Needs

Individuals with disabilities continue to lack reliable and affordable transportation. Families and care providers often fill this need at costly expenses in time and money. NWSRA has risen to meet this challenge with its own effective transportation model. Planning and staff/capital investments should be considered to address this need.

Goal	Year to Complete	Origin
Assess and evaluate transportation usage	2022-2023	Staff
Create a transportation logistics plan using a regional approach	2024	Survey
Assess future transportation/vehicle needs	2022	Board





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