

# Financial Management

## Focus 1A. Budget Training

Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Create budget resource materials to enhance all staff knowledge of department budgets in relation to the overall budget	Director's Work Plan	Darleen Negrillo		
2. Create budget training modules to be uploaded into Power DMS that stem from the budget resource materials	Admin	Darleen Negrillo		

## Focus 1B. Alternate Funding Sources

Goal	Department	Point Person	Quarter Completed	Objective Completed
3. Increase collaborative/cooperative programs by partnering with other agencies to combine resources	Program Development	Emily Nock		
4. Research partnerships with cooperate agencies that require volunteers hours in order to submit for Grant funding	Program Development	Liz Thomas Emily Nock		
5. Investigate and establish programs that could be fully or partially sustained by part-time staff and overseen by a CTRS	Program Development	Emily Nock		

## Focus 1C. Program Fee & Budget Analysis

Goal	Department	Point Person	Quarter Completed	Objective Completed
6. Develop a transportation hubs system to decrease cost and vehicle usage	Director's Work Plan	Darleen Negrillo		
7. Create qualifications for door to door transportation service and cost	Management	Manny Aguilar		

# Financial Management

## 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. Create appropriate funding in Capital plan to continue to cover both anticipated and unanticipated building repairs, rental increases and deep cleaning in owned/leased NWSRA spaces	Director's Work Plan	Darleen Negrillo		
9. Continue to financially analyze the expansion of NWSRA Program Spaces	Director's Work Plan	Andrea Griffin		
10. Implement ADA transition plan items	Director's Work Plan	Brian Selders		
11. Implement Board Finance Committee Task Force	Director's Work Plan	Darleen Negrillo		

# 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 within PURSUIT	Director's Work Plan	Andrea Griffin		
2. Evaluate existing NWSRA programs/ service and develop new offerings for Active Adults/Seniors	Director's Work Plan	Emily Nock		
3. Develop and implement the sixth NWSRA Program Space	Director's Work Plan	Andrea Griffin		
4. Create participants eligibility guidelines for traveling trips and overnights	Management	Jacki Moore		
5. Implement Chair One Fitness programs schedule to add to adult and senior programming	Management	Jacki Moore		
6. Create a marketing and promotional plan for Club Wellness, the new licensed fitness and nutrition program	Management	Manny Aguilar Mackenzie Irelan		
Focus 2B. Early Childhood and School Age Programming				
Goal	Department	Point Person	Quarter Completed	Objective Completed
7. Evaluate and expand current NWSRA programs offerings for Early Childhood and School Age participants	Management	Jacki Moore		

# Operational Excellence

Focus 2C. Communications and Publicity				
Goal	Department	Point Person	Quarter Completed	Objective Completed
8. Continue to publicize NWSRA staff achievements and certifications that enhance programs and services	Programming	Brian Selders		
9. Promote NWSRA programs and services through sharing of participant and families personal success stories	Programming	Brian Selders		
10. Create and implement procedure manual for CIVI CRM database	Admin	Brian Selders		
11. Develop timeline and procedure for the creation and implementation of a new NWSRA Strategic Plan for 2022-2026	Director's Work Plan	Tracey Crawford		
12. Reach out to Park District Executive Directors for invitation to Member District board meetings	Director's Work Plan	Tracey Crawford		

# Promoting Leadership

Focus 3A. Training				
Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Create and implement new orientation program for new Park District staff on NWSRA	Director's Work Plan	Andrea Griffin		
2. Revamp part-time staff evaluations in order to provide specific feedback and identify staff ready for a leadership role	Management	Emily Nock		
3. Develop position specific manuals for Admin and Managers	Director's Work Plan	Darleen Negrillo Emily Nock		
4. Finalize procedural manual for Management positions	Director's Work Plan	Darleen Negrillo		
5. Prepare and start process for DA reaccreditation for 2022	Director's Work Plan	Tracey Crawford		
6. Create a tier level of training to incorporate all levels to train staff on certain topics based off longevity and/or position	Admin	Rachel Hubsch		
7. Reevaluate PT staff trainings to ensure new safety protocols are put in place in order to have staff effectively trained	Admin	Emily Nock		
Focus 3B. Succession Planning				
Goal	Department	Point Person	Quarter Completed	Objective Completed
8. Continue to offer professional development and SWOT opportunities for full-time staff over a year of longevity	Director's Work Plan	Tracey Crawford		
9. Create mentoring committee for full-time staff and send out survey to assess staff needs for mentoring	Admin	Rachel Hubsch		

# Promoting Leadership

Focus 3C. Public Relations				
Goal	Department	Point Person	Quarter Completed	Objective Completed
10. 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	
11. Educate new legislators on NWSRA programs, services, needs and opportunities	Director's Work Plan	Brian Selders	On Going	
Focus 3D. Service Leadership				
Goal	Department	Point Person	Quarter Completed	Objective Completed
12. Implement a goal within each agency committee to incorporate community service within Member District communities	Admin	Rachel Hubsch		

# Outstanding Service

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

Goal	Department	Point Person	Quarter Completed	Objective Completed
1. Create a recruitment campaign to portray the benefits of working at NWSRA	Recruitment	Jake Joyce		
2. Create a questionnaire to collect feedback on program/services from registration to the completion of a program	Director's Work Plan	Emily Nock		
3. Enhance outreach efforts to minority patrons within all member districts	Admin	Andrea Griffin Jacki Moore		
4. Develop a referral program for program/ services for participants and families	Program Development	Emily Nock		
5. Foster and develop relationships with support groups or non for profit agencies providing resources for children and adults with disabilities	Collaborative	Andrea Griffin		

## Focus 4B. Community Outreach

Goal	Department	Point Person	Quarter Completed	Objective Completed
6. Establish meeting schedule with group home caregivers to brainstorm how to incorporate leisure into group home participants lifestyle and ease the process of registration	Collaborative	Katrina Wiegand Lauren Jevaney		
7. Strengthen agency impact in the community by providing community service involvement opportunities	Staff Enrichment	Rachel Hubsch		

## Outstanding Service

8. Enhance visibility of the NWSRA programs and services	Outreach	Brian Selders		
9. Continue to enhance social media presence for NWSRA	Marketing	Brian Selders		
10. Create registration days for agencies servicing the lifespan of people with disabilities to ease the registration process for QIDP's	Collaborative	Andrea Griffin		
11. Host ribbon cutting for the Sensory Garden and invite potential partnerships	Collaborative	Andrea Griffin		

### Focus 4C. Facility Usage and Location Analysis

Goal	Department	Point Person	Quarter Completed	Objective Completed
12. Maximize use of member Park District facilities to ensure participants are included within the community	Director's Work Plan	Darleen Negrillo		
13. Develop a procedure to establish collaborations with schools, public and/or private agencies for facility spaces	Facility Operations	Darleen Negrillo		
14. Revamp facility usage reports	Director's Work Plan	Darleen Negrillo		
15. Investigate more outdoor / nature facilities to be able to provide more outside programming	Program Development / Facility Operations	Darleen Negrillo		



# Outstanding Service

Focus 4D. Program Service Analysis and Development				
Goal	Department	Point Person	Quarter Completed	Objective Completed
16. Share Transportation Report results in conjunction with Connect to Community	Director's Work Plan	Brian Selders		
17. Analyze Transportation Report results to develop an action plan for NWSRA to address transportation barriers and needs	Director's Work Plan	Darleen Negrillo		
18. Create electronic forms for staff to use with iPad at program. (Van checklist, attendance, pre/post program checklist, hazard conditions report, etc.).	Admin	Darleen Negrillo		
19. Establish consistency in program leaders for each program. Create a list of full and part time staff that are qualified to run each specialized program	Program Development	Emily Nock		
20. Evaluate the process of how participant information file (PIF) information is documented and shared season to season to program leaders	Program Development	Emily Nock		