



2017 Director's Work Plan

Director's Work Plan 2017

Financial Management	Complete Date	Notes
Establish a policy which states purchasing guidelines; including amounts, individual assignments, and maximum purchase levels.	April 27, 2017	This information was added to the Financial Section of the Board and Administration Policy Manual as an update to reviewed by the Board of Directors in the Fall 2017 once all of the manual has been updated.
Develop a comprehensive revenue policy which establishes the philosophy for setting the agency's fees and charges.		Staff have compiled the results of the five year program fee analysis and fee survey with Member Districts and surrounding SRA's. A recommended Program Fee philosophy is being written to be presented at the January 2018 Board meeting.
Develop a procedure for collecting, safeguarding and disbursing cash to include: <ol style="list-style-type: none"> 1. Cash handling system procedure 2. Preparation of financial statement 3. Conduct of internal audits 4. Authorization to accept or disburse funds 5. Statement regarding design and separation of duties 	April 27, 2017	This information was added to the Financial Section of the Board and Administration Policy Manual as an update to reviewed by the Board of Directors in the Fall 2017 once all of the manual has been updated.
Evaluate all existing collaborations to determine the level of funding support needed. (e.g., break even or profit)		We are about 90% complete with the first step of this goal...developing the list of collaborative efforts that NWSRA engages in with outside organizations, agencies and individuals. The next step is to determine the level of funding support and if it's a break even or loss/profit program. Meeting was held on May 11 with the Amita Health team and the team from Alexian Bros. to discuss grant opportunities and expansion of the program.

Director's Work Plan 2017

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Create a replacement and repair schedule for the condo space (e.g.' roof repair, HVAC, painting, carpet, wood floors, etc.) and incorporate anticipated expenses into Capital Replacement Plan.	April 2017	Met with Rolling Meadows in April and discussed the parking lot re-pavement. Incorporating anticipated replacement or repair expenses for Condo Space into the Capital Replacement Plan for 2019
Develop an agency philosophy identifying the percentage of programs acceptable to break even, make money or be subsidized.	Ongoing	Created a worksheet that can be utilized to show statistical information including expense vs revenue that will assist with future planning and services. Created a report from the worksheet which identifies the number of programs that generate revenue, break even or subsidize. In process of developing a philosophy to identify the percentage of programs acceptable to break even, make money or to be subsidized. Will continue to work on this action item through 2018.
Create a system of measurement and formulas to determine the true cost of programs and transportation.	Ongoing	Compared NWSRA fees with 10 park districts and 4 SRAs. Working on creating a spreadsheet in Excel to use as a tool to input data for analysis and developing a method to inform stakeholders on new pricing and allow for input.
Create SLSF's Comprehensive Development Plan in conjunction with American Philanthropic, SLSF Staff and SLSF Board of Directors	May 16, 2017	The SLSF Strategic Development Plan for 2018 - 2020 was presented to the SLSF Board of Directors and accepted for implementation. The detailed timeline and work plan was also reviewed.

Director's Work Plan 2017

Operational Excellence	Complete Date	Notes
Develop Pursuit II Adult Day Program at the Hanover Park Park District.	July 18, 2017	The PURSUIT program will be officially opened on July 24, 2017 following the Open House which will be held on Tuesday, July 18. The Open House will highlight the new Accessible Ramp sponsored by SLSF, the unveiling of the new NWSRA programming space at HPPD and the official start of the PURSUIT 2 collaboration with Clearbrook.
Improve accuracy and effectiveness of the preparation process for quarterly and year-end statistics with the implementation of the new database reporting system.	May 5, 2017	The new Database reports have been created for the 1 st quarter statistics. The Inclusion portion still remains to be updated but the individual Member District Reports and the NWSRA program reports have all been created using the new system.
Support the inclusion model by creating individualized Inclusion Process Handbooks.	May 19, 2017	All of the Inclusion Process Handbooks have been created and distributed to each Member District except Inverness Park District, which will be given to them on Friday, May 19, 2017. The Inclusion Coordinators are working with each Member District that they are assigned to update the document to cover the specific process utilized at each district.

Director's Work Plan 2017

Promoting Leadership	Complete Date	Notes
<p>Implement the NWSRA Succession Planning Process for the Superintendent of Recreation position.</p>	<p>February 2018</p>	<p>This process began in January and is underway. The candidates started with 3 Managers and has now dropped to two of the in-house managers applying for the position. One of the Managers has resigned and taken a position that is closer to her new home.</p> <p>The Executive Director is reaching out to Jan Hincapie and Julie Clasen to assist with the succession planning process for the two remaining candidates. A conference call has been set for Thursday, May 18. The succession planning process will be developed further and the timeline for interviews will be set.</p> <p>The Consulting team of Hincapie and Clasen have had three meeting with the Superintendent of Recreation Candidates and have one more scheduled with each candidate prior to the interview set for Friday, August 4, 2017. The consultants will prepare a report to the Executive Director containing each candidates SWOT analysis and action plan.</p> <p>The candidates will participate in two interviews on Friday, August 4, 2017. One interview team will be hosted by the NWSRA Board Executive Committee, the Executive Director and Consultant Julie Clasen. The second interview will be hosted by the Administrative team and Consultant Jan Hincapie.</p> <p>The new Superintendent of Recreation has been hired and has begun the cross training process with the current Superintendent. In February the official retirement will occur and Rachel Hubsch will become the new Superintendent of Recreation.</p>

Director's Work Plan 2017

Promoting Leadership	Complete Date	Notes
Implement the NWSRA Succession Planning Process for the Manager positions.	November 2017	Two candidates are going through the Succession Planning Process for the Manager of Special Recreation(Athletics) position. Both candidates have started to work with the contracted consultants and have completed a SWOT analysis. The interviews for this position will be held on November 2, 2017. The new Manager of Special Recreation was hired and has begun cross training. He will officially move to this position in February 2018.
Provide training and mentoring opportunities at all levels of employment; for both PT and FT employees.	Ongoing	The part time staff mentoring process and plan has been developed and 5 full time staff have been chosen to be mentors to any interested part time staff members. This process will be under the guidance of Jayne Finger, Superintendent of Recreation and her committee.
	June 2017	The Executive Director has completed SWOT Analysis and Action Plan Development sessions for eight employees. Six of the employees were Program Specialist and two of the employees were Coordinators.
Utilize the Strategic Plan to assist Ft staff with the development of annual goals for the agency and professional growth.	February 2017	The plan was divided by departments, and each department is overseeing the goals within the plan. The departmental goals have been reviewed by each employee and has resulted in the creation of individual professional goals.

Director's Work Plan 2017

Outstanding Service	Complete Date	Notes
Increase advocacy efforts for parents and stakeholders toward legislative issues.	July 2017	On Friday, September 15, 2017 at 5:30 pm NWSRA and Connect to Community are hosting Greg Fenton the Division of Developmental Disabilities Director to create awareness of existing issues while expanding dialogue between the Department of human Services and residents that may help to foster new ideas and creative solutions. The topics that will be covered at the event include new initiatives at the Department of Human Services, involvement opportunities for community organizations and advocacy at the grass roots level. Attendees could also submit questions for Director Fenton.

Director's Work Plan 2017

Outstanding Service	Complete Date	Notes
Find a ADA Task Force Chair and develop more specific guidelines and recommendations.	March 2017	<p>The two ADA Task Force Chairs, Tom Pope and Gary Buczkowski, have been selected, orientated and approved by the NWSRA Board of Trustees. The board has outlined our next steps to be:</p> <ul style="list-style-type: none">• Define the task Force• Create membership job description's• Outline the review process• Create a guide for % ranges for ADA Compliance projects <p>The next ADA Task Force meeting has been set for May 31, 2017.</p>
	July 26, 2017	<p>The ADA Compliance Committee submitted the request for the change from a Task Force to a standing Committee with a Review sub committee. The Committee has updated the Bylaws to include the Committee's purpose, the members and the ADA Compliance project submission process. The next step will be to create the project categories for proposal submissions. Then we can start reviewing what has been submitted in the past to start the creation of an ADA Compliance Project Guideline Tool.</p>