



# Comprehensive Strategic Plan

Lincolnway Special Recreation Association

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Comprehensive Strategic Plan

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See the Supplemental Report for the following:

- Implementation Task List (.xls)
- Summary Process Data (.doc)



## Executive Summary

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Since 1976, the Lincolnway Special Recreation Association (LWSRA) has provided adaptive and special recreation services for individuals with disabilities through a cooperative agreement with Frankfort, Manhattan, Mokena, New Lenox, and Peotone park districts. LWSRA is an integral part of the overall recreation services of each of our partners. LWSRA programs are for individuals from preschool through adult who have recreation needs that are not met by regular park district programs.

Utilizing a strategic planning process, in partnership with the University of St. Francis Solutions Resource Center, the Lincolnway Special Recreation Association has developed this strategic plan to serve as a guiding document for the organization's staff and board through the next four years. The plan sets forth strategies and goals for the organization to use to enable growth and exceptional service. This report includes the culmination of inputs from LWSRA staff, board members, foundation board members, parents and participants.

### Mission

Lincolnway Special Recreation Association's mission is to provide recreation and leisure services for individuals with physical or intellectual disabilities while promoting greater disability awareness in the community.

### Vision

*A community without limits for individuals with disabilities*

### Core values

*C.O.R.E.*      Community, Opportunities, Recreation, Education

*T.R.U.ST.*    Training, Reliability, Unity, Safety, Trust

### Goals

<b>Goal 1</b>	<b>Growth</b>	The LWSRA will seek to serve a greater number of participants and volunteers through targeted marketing efforts.
<b>Goal 2</b>	<b>Technology</b>	The LWSRA will be a leader in utilizing technology to enhance its services.
<b>Goal 3</b>	<b>Training</b>	The LWSRA will train its staff, board and volunteers on the services and needs for special recreation in an effort to create ambassadors for our brand.
<b>Goal 4</b>	<b>Funding</b>	The LWSRA will be a fiscally viable organization promoting stewardship of monies received through park districts, program fees, fundraising, donors, volunteers and other sources.
<b>Goal 5</b>	<b>Policies and Procedures</b>	The LWSRA will establish formal governance policies and procedures.





## Organization

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### **What is an SRA?**

There are 28 Special Recreation Cooperatives in Illinois serving 188 Communities. The 28 cooperatives serve 152 park districts, 40 municipalities and 1 township.

Therapeutic recreation professionals within the **Illinois Therapeutic Recreation Section** of the Illinois Park and Recreation Association provide recreation programs for people with disabilities in a variety of settings such as community-based Special Recreation Associations, hospitals, physical rehabilitation centers and many others. These professionals are advocates for special recreation services for all residents of Illinois and through valuable partnerships they collaborate to provide innovative programming for individuals with special needs.

*(source: Special Recreation Associations Network of Illinois (SRANI))*

### **LWSRA:**

Lincolnway Special Recreation Association (LWSRA) offers a wide variety of quality programs, including participation in Special Olympics Illinois, to residents of all ages and all abilities. Some of the many services include: social programs, programs for children, trips, special events, athletic programs, and an adult day program. LWSRA has earned accreditation from the Park District Risk Management Agency (PDRMA).

### **Population Served**

LWSRA programs are for individuals from preschool through adult who are in special education classes, sheltered workshops, or who have recreational needs not met by regular park district programs. Special populations served are: learning disabled, physically impaired, E.M.H., T.M.H., behavior problems, visually impaired, multiple disabilities, or those with other special needs. All attempts are made to place participants in programs according to their disabilities, age and peer group.

### **LWSRA and SSSRA Cooperative Agreement**

LWSRA has a cooperative agreement with the South Suburban Special Recreation Association (SSSRA). This agreement enables participants who reside in LWSRA and SSSRA resident communities to participate in most programs offered by either association at resident rates. SSSRA serves the residents of: Country Club Hills, Frankfort Square, Hazel Crest, Homewood-Flossmoor, Matteson, Oak Forest, Olympia Fields, Park Forest, Richton Park, and the Tinley Park Park District.



## Mission

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to provide recreation and leisure services  
for individuals with physical or intellectual disabilities  
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## Vision

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for individuals with disabilities*

## Core Values

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<b>C</b> ommunity	Utilizing community-based resources to enhance recreational opportunities and reciprocate goodwill back into the community through community outreach
<b>O</b> pportunities	Providing services to an ever expanding range of those with special needs
<b>R</b> ecreation	Developing an atmosphere that provides the opportunity to live a full & healthy life
<b>E</b> ducation	Advocating and educating the importance of recreation and leisure
<b>T</b> raining	Focusing on creating the highest trained and knowledgeable staff
<b>R</b> eliability	Striving for the highest quality and reliable service each and every day
<b>U</b> nity	Establishing an independent environment for individuals to belong, grow and succeed
<b>S</b> afety	Supporting a protective balance between health, well-being and opportunity
<b>T</b> rust	Promoting accountability, responsibility and familiarity





## 2012 – 2015 Strategic Plan

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### Goals

<b>Goal 1</b>	<b>Growth</b>	The LWSRA will seek to serve a greater number of participants and volunteers through targeted marketing efforts.
<b>Goal 2</b>	<b>Technology</b>	The LWSRA will be a leader in utilizing technology to enhance its services.
<b>Goal 3</b>	<b>Training</b>	The LWSRA will train its staff, board and volunteers on the services and needs for special recreation in an effort to create ambassadors for our brand.
<b>Goal 4</b>	<b>Funding</b>	The LWSRA will be a fiscally viable organization promoting stewardship of monies received through park districts, program fees, fundraising, donors, volunteers and other sources.
<b>Goal 5</b>	<b>Policies and Procedures</b>	The LWSRA will establish formal governance policies and procedures.

*Time lines have been established for each objective and have been incorporated into the implementation task list.*

### Goal 1: Growth

*The LWSRA will seek to serve a greater number of participants and volunteers through targeted marketing efforts.*

#### Objectives:

- Add at least one new partner area.
- Develop sales and marketing plan to include:
  - Include the LWSRA logo on all promotional materials.
  - Continue to develop seasonal brochure of programming and activities.
  - Target inclusion in student's IEP's.
  - Provide information tables at every Fall K-12 school open house.
  - Host at least one open house/vendor information/park party during a high profile community/park district event for each member park district area.
  - Develop a list of every public school (K-12) in each of the member park districts.
  - Send a seasonal packet of information to every public school in each of the member park district areas.
  - Maintain membership in each partner area Chamber of Commerce.
  - Participate in each partner area Chamber of Commerce Expo.
- Expand programs to include:
  - Expand Monday-Friday adult day programs to all day with new facility
  - Expand veteran's fitness and social programs with grant funding
  - Expand annual disability awareness events to junior high and elementary schools
  - Expand adaptive activities
- Open new facility.
  - Create a facility plan.
  - Plan Grand Opening and Gala Event celebration.
  - Contact each member Chamber of Commerce for ribbon cutting press release.
  - Plan expansion of programming in new facility.
  - In conjunction with new facility plan, write new job descriptions for employees.



## **Goal 2: Technology**

*The LWSRA will be a leader in utilizing technology to enhance its services.*

### **Objectives:**

- Revise online registration process to be more user-friendly.
- Assign 2 staff employees to update and monitor social media sites.
- Develop deferred maintenance plan for office computers and software upgrades.
- Learn and activate new accounting system.
- Develop **plan** (including financial costs) to upgrade technology for the office staff (i.e. computers, network).

## **Goal 3: Training**

*The LWSRA will train its staff, board, volunteers on the services and needs for special recreation in an effort to create ambassadors for our brand.*

### **Objectives:**

- Annually review and record the number of certified administrators, recreation specialists, coaches and leaders and monitor regulations associated with certifications.
- Create a new employee training manual.
- Maintain accreditation through PDRMA.
- Seek additional awards of excellence from IAPD, IPRA, NRPA.
- Post mission and vision statement in visible locations throughout the LWSRA offices and buses.
- Post mission at each of the member park district facilities (with permission of the member park districts).
- Promote PDRMA online training to part time and full time staff.
- Launch **Integration** Campaign to LWSRA and park district employees, board members.

## **Goal 4: Funding**

*The LWSRA will be a fiscally viable organization promoting stewardship of monies received through park districts, program fees, fundraising, donors, volunteers and other sources.*

### **Objectives:**

- Create a fiscal plan.
- Update program fee pricing plan. Strive for self sufficient programs as a net whole (i.e. some programs may lose money and some make money, but the pricing plan incorporates a revenue neutral goal.)
- Create deferred maintenance plan.
- Develop an annual plan for fundraisers (i.e. annual plan for monthly eat-n-earns)

## **Goal 5: Policies and Procedures**

*The LWSRA will establish formal governance policies and procedures.*

### **Objectives:**

- Utilizing the Illinois Park Code as a guide, outline board governance and policies.
- Review accounting and auditing procedures.
- Expand Internet Policy to include social media policies and procedures.
- Establish templates for reports from staff to the board.