



**Special Recreation Association of Central Lake County**  
**Strategic Plan 2026-2028**

## What is SRACLC?

The Special Recreation Association of Central Lake County was formed in 1976 as a cooperative effort of Member Agencies to provide year-round community-based recreation services to individuals with disabilities and their families. Member Agencies provide the primary source of operational revenue through a property tax levy available to park districts and municipalities who have entered into a cooperative agreement, or through a general fund.

## Mission

The Special Recreation Association of Central Lake County provides recreation programs and services to individuals with special needs or disabilities, and their families, who reside within the boundaries of Member Agency communities.

## Vision

To be a respected leader by providing high-quality community-based recreation experiences that enrich the quality of life for our participants and their families.

## Member Agencies

- Grayslake Community Park District
- Village of Hawthorn Woods
- Village of Lake Zurich
- Village of Libertyville
- Village of Lincolnshire
- Mundelein Park and Recreation District
- Round Lake Area Park District
- Vernon Hills Park District

## Contact Information

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# Implementation of Strategic Plan

This plan was developed with ongoing input from the SRACLC Board of Directors, program participants and their families, and staff. A comprehensive Needs Assessment Survey was conducted in summer 2024, and additional strategic planning input was gathered through Board meetings, staff meetings, surveys, and focus groups. SRACLC recognizes that its future success depends on continued dialogue and collaboration with these stakeholders.

The plan will be reviewed annually and approved by the SRACLC Board of Directors. As goals are accomplished, the completed year will be removed from the plan and a new set of goals will be added three years out. Each winter, staff will meet to review stakeholder input, evaluate progress on the past year’s goals, make necessary revisions, and establish goals for the new year being added.

## Annual Timeline:

Month	Project
February	All staff meeting for evaluation and future planning
March or April	Present results of staff meeting for evaluation and future planning to Board of Directors
May-August	Collect additional input on future planning from stakeholder
September	Present next year of goals to Board of Directors



## Strategic Plan 2026-2028



### COLLABORATION

- Improve training provided to Member Agency staff.
- Enhance Member Agency partnerships.
- Increase the public's awareness of our services.
- Continue to refine and enhance the inclusion process
- Develop new facility partnerships



### PERSONNEL & TALENT

- Support professional growth
- Improve staff retention
- Develop effective recruitment strategies for staff and volunteers



### OPERATIONAL EXCELLENCE

- Maintain fiscally responsible operations
- Develop marketing plan
- Improve on-boarding and training



### RECREATION & PROGRAMMMING

- Expand variety of programs
- Enhance quality of programs
- Re-define the Active Adult programs to improve quality and allow for growth

Special Recreation Association of Central Lake County

Pillar	Goal	Task	Team	Timeline
Collaboration	Improve training provided to Member Agency staff	Collaborate with Member Agencies to customize trainings regarding disabilities.	Administrative Services	2026
Collaboration	Improve training provided to Member Agency staff	Distribute evaluations to all attendees of disability awareness and behavior management trainings — on paper for part-time attendees and via email to their supervisors.	Administrative Services	2026
Collaboration	Improve training provided to Member Agency staff	Analyze training evaluations and update training materials for future use.	Administrative Services	2026
Collaboration	Enhance Member Agency partnerships	Partner with one Member Agency per year to provide a collaborative special event open to both their participants and SRACLC participants.	Recreation	2026
Collaboration	Enhance Member Agency partnerships	Collaborate with the Board to initiate and coordinate learning opportunities at Member Agencies for SRACLC full-time staff.	Administrative Services	2027
Collaboration	Enhance Member Agency partnerships	Develop The SRACLC Partnership presentation and pamphlet to provide to new Member Agency full-time staff.	Administrative Services	2027
Collaboration	Enhance Member Agency partnerships	Invite Member Agency staff and implement The SRACLC Partnership presentation.	Administrative Services	2027
Collaboration	Increase the public's awareness of our services	Create a social media strategy with diversified content, timelines, and content standards.	Recreation	2026
Collaboration	Increase the public's awareness of our services	Evaluate the social media plan by tracking follower growth, engagement rate, and page clicks.	Recreation	2026
Collaboration	Increase the public's awareness of our services	Develop a schedule of “vendor” events and presentation opportunities hosted by disability partners that SRACLC will attend.	Recreation	2027
Collaboration	Increase the public's awareness of our services	Collaborate with Member Agency marketing and recreation teams to highlight We Serve memberships in their materials.	Recreation	2027
Collaboration	Increase the public's awareness of our services	Update the marketing brand package: general flyer, camps, hiring, inclusion, We Serve, PowerPoints.	Administrative Services	2027
Collaboration	Continue to refine and enhance the inclusion process	At least annually, host an inclusion workshop for Member Agency staff to brainstorm creative implementation strategies.	Administrative Services	2026
Collaboration	Continue to refine and enhance the inclusion process	Find unique ways to support inclusion aides through training, observation, and communication.	Administrative Services	2026
Collaboration	Continue to refine and enhance the inclusion process	Pilot an inclusion program at a camp or after-school program that utilizes increased staff-to-participant ratios, additional disability training, and shared responsibilities of on-site staff.	Administrative Services	2028
Collaboration	Develop new facility partnerships	Identify and assess potential Member Agency and community facilities that align with agency needs.	Recreation	2028
Collaboration	Develop new facility partnerships	Identify and map underserved locations within Member Agencies.	Recreation	2028
Collaboration	Develop new facility partnerships	Initiate partnerships with at least two new facilities per underserved location.	Recreation	2028
Collaboration	Develop new facility partnerships	Establish formal agreements with at least two new facility partners in underserved areas.	Recreation	2028
Collaboration	Develop new facility partnerships	Create a facility matrix of new and existing spaces with featured amenities.	Administrative Services	2028
Personnel & Talent	Support professional growth	Develop and implement a Succession Plan.	Executive Director	2026
Personnel & Talent	Support professional growth	Implement cross-training initiatives aligned with the Succession Plan.	Recreation	2026
Personnel & Talent	Support professional growth	Maintain a set of professional goals for each full-time employee, agreed upon by the employee and their supervisor.	Administrative Services	2027
Personnel & Talent	Support professional growth	Develop a comprehensive professional development plan tailored to each employee level, including part-time staff.	Administrative Services	2028
Personnel & Talent	Support professional growth	Implement and evaluate the professional development plan annually.	Administrative Services	2028
Personnel & Talent	Improve staff retention	Formalize work-life balance policies and procedures, including work from home, flexible schedules, and half-day options.	Administrative Services	2026

Personnel & Talent	Improve staff retention	Participate in salary surveys and benefit comparison studies to ensure wages remain competitive with the recreation market in Lake and Cook Counties.	Administrative Services	2026
Personnel & Talent	Improve staff retention	Develop and implement a formal staff appreciation program for both full-time and part-time staff, including material and non-material incentives.	Administrative Services	2027
Personnel & Talent	Improve staff retention	Disburse a formal evaluation to staff on the new incentive programs and update based on staff feedback.	Administrative Services	2027
Personnel & Talent	Improve staff retention	Budget so that at least 80% of full-time and part-time positions meet or exceed the regional median benchmark for the given position.	Administrative Services	2027
Personnel & Talent	Improve staff retention	Forecast growth and staffing needs through job analysis and enrollment trends.	Recreation	2027
Personnel & Talent	Improve staff retention	Annually survey staff to evaluate morale, perceived benefits, and retention programs.	Administrative Services	2027
Personnel & Talent	Develop effective recruitment strategies for staff and volunteers	Explore partnerships with Member Agencies to provide staff incentives (e.g., pool punch cards, golf passes).	Administrative Services	2026
Personnel & Talent	Develop effective recruitment strategies for staff and volunteers	Implement and promote a referral reward system.	Administrative Services	2027
Personnel & Talent	Develop effective recruitment strategies for staff and volunteers	Communicate the benefits of working for SRCLC through website and print strategies.	Administrative Services	2028
Personnel & Talent	Develop effective recruitment strategies for staff and volunteers	Require minimum attendance for full-time staff at IPRA and Therapeutic Recreation (TR) Section events to expand recruitment efforts and agency visibility.	Administrative Services	2028
Personnel & Talent	Develop effective recruitment strategies for staff and volunteers	Increase TR-student interns and recruits by developing relationships with college advisors of TR programs.	Recreation	2028
Personnel & Talent	Develop effective recruitment strategies for staff and volunteers	Implement a peer ambassador or mentorship program to support recruitment and onboarding of full-time staff and part-time Recreation Instructors.	Administrative Services	2028
Operational Excellence	Maintain fiscally responsible operations	Implement a 3-year financial projection model for agency operations, updated annually.	Administrative Services	2026
Operational Excellence	Maintain fiscally responsible operations	Create a formal fee structure for all program areas based on program budgets, expenditures, and revenues.	Recreation	2027
Operational Excellence	Maintain fiscally responsible operations	Review program fee structure at least annually and adjust to maintain benchmarks.	Recreation	2027
Operational Excellence	Maintain fiscally responsible operations	Compare and analyze program fees at least annually.	Recreation	2027
Operational Excellence	Maintain fiscally responsible operations	Expand Foundation fundraising efforts to include at least four annual events.	Administrative Services	2027
Operational Excellence	Maintain fiscally responsible operations	Create and implement a strategy to seek new and additional corporate sponsorships.	Administrative Services	2027
Operational Excellence	Maintain fiscally responsible operations	Increase grant submissions by 25%.	Recreation	2028
Operational Excellence	Maintain fiscally responsible operations	Create a grant opportunity database for regular submissions.	Recreation	2028
Operational Excellence	Develop marketing plan	Create a formal seasonal social media plan for Facebook and Instagram.	Recreation	2026
Operational Excellence	Develop marketing plan	Develop a centralized calendar for outreach efforts including fundraising, staffing, and agency awareness.	Administrative Services	2028
Operational Excellence	Develop marketing plan	Create and organize an online storage system for shared visual marketing pieces.	Administrative Services	2028
Operational Excellence	Improve on-boarding and training	Review, update, and reorganize all policy and procedure manuals.	Recreation	2026
Operational Excellence	Improve on-boarding and training	Research human resources software to track orientations and trainings.	Administrative Services	2026
Operational Excellence	Improve on-boarding and training	Implement new HR software agency-wide.	Administrative Services	2027
Recreation & Programming	Expand variety of programs	Reimagine the Leisure Education program.	Recreation	2027

Recreation & Programming	Expand variety of programs	Develop a new marketing strategy to inform schools about Leisure Education programs.	Recreation	2027
Recreation & Programming	Expand variety of programs	Develop and pilot a Satellite Day Camp option with a Member Agency.	Recreation	2027
Recreation & Programming	Expand variety of programs	Expand contractual programming partnerships for activities requiring specialized skills.	Recreation	2027
Recreation & Programming	Expand variety of programs	Meet with school personnel to customize Leisure Education programs for specific classrooms.	Recreation	2028
Recreation & Programming	Expand variety of programs	Implement at least six Leisure Education programs per school year.	Recreation	2028
Recreation & Programming	Enhance quality of programs	Seek regular evaluation input from participants and families.	Recreation	2026
Recreation & Programming	Enhance quality of programs	Host seasonal evaluation meetings before planning to incorporate collected data.	Recreation	2026
Recreation & Programming	Enhance quality of programs	Recruit program-specific instructors for skill-based weekly programs.	Recreation	2027
Recreation & Programming	Re-define the Active Adult programs to improve quality and allow for growth	Create and implement an annual participant evaluation for Active Adult programs.	Recreation	2026
Recreation & Programming	Re-define the Active Adult programs to improve quality and allow for growth	Evaluate the daily structure of the programs with staff and families.	Recreation	2027
Recreation & Programming	Re-define the Active Adult programs to improve quality and allow for growth	Study staffing, transportation, and enrollment criteria to determine future direction of the program.	Recreation	2027
Recreation & Programming	Re-define the Active Adult programs to improve quality and allow for growth	Implement changes to the structure of the program based on evaluation and input from staff and families.	Recreation	2028