

M-NASR Strategic Plan 2023 - 2027: Action Items

As of December 28, 2022

#	Focus Area	Strategy	Action Item #	Action Item	Department	2023				
						Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
1	Programming	P.1 Determine long-term approach to programming	P.1.1	Refine, document, and share our programming philosophy that will drive our programming decisions.	Recreation					
2	Programming	P.1 Determine long-term approach to programming	P.1.2	Refine, document, and share our philosophy on our fee structure.	Recreation					
3	Programming	P.1 Determine long-term approach to programming	P.1.3	Create and maintain a Long-Term Programming Planning Model.	Recreation					
4	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.1	Define an approach for regularly soliciting feedback from participants.	Recreation					
5	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.2	Implement an approach for regularly soliciting feedback from participants.	Recreation					
6	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.3	Develop procedures and internal mechanisms for identifying, prioritizing, and implementing program enhancements on an ongoing basis.	Recreation					
7	Programming	P.3 Identify and implement programming changes	P.3.1	Analyze programming and identify enhancements aligned with the programming philosophy.	Recreation					
8	Programming	P.3 Identify and implement programming changes	P.3.2	Prioritize short- and mid-term program modifications and develop Implementation Plan.	Recreation					
12	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.1	Assess demand for an additional Sensory Room	Recreation					
13	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.2	If demand warrants, create Sensory Room Implementation Plan.	Recreation					
14	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.4	If demand warrants, execute the Sensory Room Implementation Plan.	Recreation					
15	Programming	P.5 Determine feasibility for adult day programming.	P.5.1	Assess demand for adult day program.	Recreation					
16	Programming	P.5 Determine feasibility for adult day programming.	P.5.2	If demand warrants, create Adult Day Program Implementation Plan.	Recreation					
17	Programming	P.6 Identify and implement enhancements to transportation	P.6.1	Conduct a Transportation Needs Assessment.	Recreation					
18	Programming	P.6 Identify and implement enhancements to transportation	P.6.2	Investigate alternatives for secure bus storage.	Recreation					
19	Programming	P.6 Identify and implement enhancements to transportation	P.6.3	Create Transportation Enhancement Implementation Plan.	Recreation					
20	Programming	P.6 Identify and implement enhancements to transportation	P.6.4	Execute the Transportation Enhancement Implementation Plan.	Recreation					
21	Inclusion	I.1 Improve our communications with families about inclusion services	I.1.1	Create and disseminate standard communications for families.	Recreation					
22	Inclusion	I.1 Improve our communications with families about inclusion services	I.1.2	Create mechanisms to capture and share inclusion accomplishments, focusing on positives.	Recreation					
23	Inclusion	I.2 Improve our inclusion tools, training, and processes	I.2.1	Expand the current month-by-month timeline for inclusion tasks.	Recreation					
24	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.1	Improve procedures and communications to address current challenges.	Recreation					
25	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.2	Create and deploy standard communications for member agencies.	Recreation					
26	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.3	Update and expand inclusion-focused training and resources for member agencies.	Recreation					
27	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.4	Develop Member Agency Training Plan.	Recreation					
28	Operations	O.1 Implement improvements to procedures and processes	O.1.1	Complete record purge activities.	Administrative					
29	Operations	O.1 Implement improvements to procedures and processes	O.1.2	Refine and implement improvements to the Record Retention Policy.	Administrative					
30	Operations	O.1 Implement improvements to procedures and processes	O.1.3	Develop plan for completing policy and process updates.	Administrative					
31	Operations	O.1 Implement improvements to procedures and processes	O.1.4	Complete organization-wide policy and process updates	Administrative					
32	Operations	O.1 Implement improvements to procedures and processes	O.1.5	Implement updated policies and processes.	Administrative					
33	Operations	O.1 Implement improvements to procedures and processes	O.1.6	Develop role-specific procedures.	Administrative					
34	Operations	O.1 Implement improvements to procedures and processes	O.1.7	Develop an Implementation Plan for creating and updating Board materials.	Administrative					
35	Operations	O.1 Implement improvements to procedures and processes	O.1.8	Update Board materials.	Administrative					
36	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.1	Apply for accreditation (for review in 2026)	Administrative					
37	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.2	Complete preparations with support from the mentor.	Administrative					
38	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.3	Complete the formal review.	Administrative					
39	Operations	O.3 Improve Technologies	O.3.1	Enhance use of RedTrac	Administrative					
40	Operations	O.3 Improve Technologies	O.3.2	Complete implementation of critical HR systems.	Administrative					
41	Operations	O.3 Improve Technologies	O.3.3	Develop and execute a Technology Management Plan.	Administrative					
42	Operations	O.3 Improve Technologies	O.3.4	Maintain compliance with PDRMA technology requirements	Administrative					
43	Operations	O.3 Improve Technologies	O.3.5	Improve robotic equipment processes and tools.	Administrative					
44	Operations	O.3 Improve Technologies	O.3.6	Investigate tools to provide automated / electronic support for programming.	Administrative					
45	Operations	O.4 Design and implement improvements to metrics and reporting	O.4.1	Develop a Metrics Dashboard to be shared regularly with the Board	Administrative					
46	Operations	O.4 Design and implement improvements to metrics and reporting	O.4.2	Develop a long term financial plan.	Administrative					
47	Operations	O.5 Plan and implement improvements to office facilities	O.5.1	Assess office facility use.	Administrative					
48	Operations	O.5 Plan and implement improvements to office facilities	O.5.2	Develop a plan to improve facility use.	Administrative					
49	Operations	O.5 Plan and implement improvements to office facilities	O.5.3	Implement facility improvements according to the plan.	Administrative					
50	Operations	O.6 Plan and implement improvements to programming facilities	O.6.1	Develop and execute plan for optimizing use of member agency facilities.	Administrative					
51	Operations	O.6 Plan and implement improvements to programming facilities	O.6.2	Develop and execute plan for additional programming space.	Administrative					
52	Staffing	S.1 Optimize the organizational structure.	S.1.1	Continue to evaluate and implement changes to the organizational structure	Human Resources					
53	Staffing	S.1 Optimize the organizational structure.	S.1.2	Complete revisions to job descriptions.	Human Resources					
54	Staffing	S.1 Optimize the organizational structure.	S.1.3	Optimize the Human Resources staff role.	Human Resources					
55	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.1	Design and implement an employee engagement survey program.	Human Resources					
56	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.2	Evaluate and identify changes to compensation and benefits packages.	Human Resources					
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58	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.4	Design and implement a Performance Evaluation & Development Planning program.	Human Resources					
59	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.1	Increase proficiency with ePact.	Recreation					
60	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.2	Develop and implement in-house annual training program.	Human Resources					
61	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.3	Update and expand materials to support program and inclusion staff.	Recreation					
62	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.4	Create a training library to develop the skills of program and inclusion staff.	Recreation					
63	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.5	Define and implement a formal Talent Development Program.	Human Resources					
64	Staffing	S.4 Implement improvements to recruiting.	S.4.1	Update and expand comprehensive list of staffing sources.	Human Resources					
65	Staffing	S.4 Implement improvements to recruiting.	S.4.2	Modify materials used to recruit, screen, and interview candidates.	Human Resources					
66	Staffing	S.4 Implement improvements to recruiting.	S.4.3	Reestablish the Therapeutic Staff Intern Program.	Recreation					
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68	Staffing	S.5 Design and implement a volunteer program.	S.5.1	Design the Volunteer Program.	Recreation					
69	Staffing	S.5 Design and implement a volunteer program.	S.5.2	Implement the Volunteer Program.	Recreation					
70	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.1	Develop and implement a Marketing Request process.	Marketing					
71	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.2	Communicate the revised mission and values.	Marketing					
72	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.3	Revise the M-NASR style and standards guide.	Marketing					
73	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.4	Revise and expand the image library.	Marketing					
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76	Fundraising	F.1 Refine processes for current fundraising events.	F.1.1	Optimize processes related to current M-NASR-owned fundraising activities.	Development					
77	Fundraising	F.1 Refine processes for current fundraising events.	F.1.2	Optimize processes related to Liponi Foundation-owned fundraising activities.	Development					
78	Fundraising	F.1 Refine processes for current fundraising events.	F.1.3	Optimize processes for grant identification and management.	Development					
79	Fundraising	F.2 Establish long-term fundraising goals.	F.2.1	Refine the M-NASR fundraising philosophy.	Administrative					
80	Fundraising	F.2 Establish long-term fundraising goals.	F.2.2	Develop a 5-year fundraising plan.	Development					
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77	Fundraising	F.1 Refine processes for current fundraising events.	F.1.2	Optimize processes related to Lipson Foundation-owned fundraising activities.	Development				
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56	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.2	Evaluate and identify changes to compensation and benefits packages.	Human Resources				
57	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.3	Implement strategies to build connections between staff & M-NASR.	Human Resources				
58	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.4	Design and implement a Performance Evaluation & Development Planning program.	Human Resources				
59	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.1	Increase proficiency with eFact.	Recreation				
60	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.2	Develop and implement in-house annual training program.	Human Resources				
61	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.3	Update and expand materials to support program and inclusion staff.	Recreation				
62	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.4	Create a training library to develop the skills of program and inclusion staff.	Recreation				
63	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.5	Define and implement a formal Talent Development Program.	Human Resources				
64	Staffing	S.4 Implement improvements to recruiting.	S.4.1	Update and expand comprehensive list of staffing sources.	Human Resources				
65	Staffing	S.4 Implement improvements to recruiting.	S.4.2	Modify materials used to recruit, screen, and interview candidates.	Human Resources				
66	Staffing	S.4 Implement improvements to recruiting.	S.4.3	Reestablish the Therapeutic Staff Intern Program.	Recreation				
67	Staffing	S.4 Implement improvements to recruiting.	S.4.4	Optimize recruiting pipeline with higher education programs.	Human Resources				
68	Staffing	S.5 Design and implement a volunteer program.	S.5.1	Design the Volunteer Program.	Recreation				
69	Staffing	S.5 Design and implement a volunteer program.	S.5.2	Implement the Volunteer Program.	Recreation				
70	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.1	Develop and implement a Marketing Request process.	Marketing				
71	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.2	Communicate the revised mission and values.	Marketing				
72	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.3	Revise the M-NASR style and standards guide.	Marketing				
73	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.4	Revise and expand the image library.	Marketing				
74	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.5	Update and expand a multi-year marketing calendar.	Marketing				
75	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.6	Update and enhance the website and social media tools.	Marketing				
76	Fundraising	F.1 Refine processes for current fundraising events.	F.1.1	Optimize processes related to current M-NASR owned fundraising activities.	Development				
77	Fundraising	F.1 Refine processes for current fundraising events.	F.1.2	Optimize processes related to Liponi Foundation-owned fundraising activities.	Development				
78	Fundraising	F.1 Refine processes for current fundraising events.	F.1.3	Optimize processes for grant identification and management.	Development				
79	Fundraising	F.2 Establish long-term fundraising goals.	F.2.1	Refine the M-NASR fundraising philosophy.	Administrative				
80	Fundraising	F.2 Establish long-term fundraising goals.	F.2.2	Develop a 5-year fundraising plan.	Development				
81	Fundraising	F.3 Develop and implement a donor program.	F.3.1	Define a new individual and corporate donor program.	Development				
82	Fundraising	F.3 Develop and implement a donor program.	F.3.2	Launch the new Donor Program.	Development				

M-NASR Strategic Plan 2023 - 2027: Action Items

As of December 28, 2022

#	Focus Area	Strategy	Action Item #	Action Item	Department	2023			
						Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
1	Programming	P.1 Determine long-term approach to programming	P.1.1	Refine, document, and share our programming philosophy that will drive our programming decisions.	Recreation				
2	Programming	P.1 Determine long-term approach to programming	P.1.2	Refine, document, and share our philosophy on our fee structure.	Recreation				
3	Programming	P.1 Determine long-term approach to programming	P.1.3	Create and maintain a Long-Term Programming Planning Model.	Recreation				
4	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.1	Define an approach for regularly soliciting feedback from participants.	Recreation				
5	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.2	Implement an approach for regularly soliciting feedback from participants.	Recreation				
6	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.3	Develop procedures and internal mechanisms for identifying, prioritizing, and implementing program enhancements on an ongoing basis.	Recreation				
7	Programming	P.3 Identify and implement programming changes	P.3.1	Analyze programming and identify enhancements aligned with the programming philosophy.	Recreation				
8	Programming	P.3 Identify and implement programming changes	P.3.2	Prioritize short- and mid-term program modifications and develop Implementation Plan	Recreation				
12	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.1	Assess demand for an additional Sensory Room	Recreation				
13	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.2	If demand warrants, create Sensory Room Implementation Plan.	Recreation				
14	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.4	If demand warrants, execute the Sensory Room Implementation Plan.	Recreation				
15	Programming	P.5 Determine feasibility for adult day programming.	P.5.1	Assess demand for adult day program.	Recreation				
16	Programming	P.5 Determine feasibility for adult day programming.	P.5.2	If demand warrants, create Adult Day Program Implementation Plan.	Recreation				
17	Programming	P.6 Identify and implement enhancements to transportation	P.6.1	Conduct a Transportation Needs Assessment.	Recreation				
18	Programming	P.6 Identify and implement enhancements to transportation	P.6.2	Investigate alternatives for secure bus storage.	Recreation				
19	Programming	P.6 Identify and implement enhancements to transportation	P.6.3	Create Transportation Enhancement Implementation Plan.	Recreation				
20	Programming	P.6 Identify and implement enhancements to transportation	P.6.4	Execute the Transportation Enhancement Implementation Plan.	Recreation				
21	Inclusion	I.1 Improve our communications with families about inclusion services	I.1.1	Create and disseminate standard communications for families.	Recreation				
22	Inclusion	I.1 Improve our communications with families about inclusion services	I.1.2	Create mechanisms to capture and share inclusion accomplishments, focusing on positives.	Recreation				
23	Inclusion	I.2 Improve our inclusion tools, training, and processes	I.2.1	Expand the current month-by-month timeline for inclusion tasks.	Recreation				
24	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.1	Improve procedures and communications to address current challenges.	Recreation				
25	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.2	Create and deploy standard communications for member agencies.	Recreation				
26	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.3	Update and expand inclusion-focused training and resources for member agencies.	Recreation				
27	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.4	Develop Member Agency Training Plan.	Recreation				
28	Operations	O.1 Implement improvements to procedures and processes	O.1.1	Complete record purge activities.	Administrative				
29	Operations	O.1 Implement improvements to procedures and processes	O.1.2	Refine and implement improvements to the Record Retention Policy.	Administrative				
30	Operations	O.1 Implement improvements to procedures and processes	O.1.3	Develop plan for completing policy and process updates.	Administrative				
31	Operations	O.1 Implement improvements to procedures and processes	O.1.4	Complete organization-wide policy and process updates	Administrative				
32	Operations	O.1 Implement improvements to procedures and processes	O.1.5	Implement updated policies and processes.	Administrative				
33	Operations	O.1 Implement improvements to procedures and processes	O.1.6	Develop role-specific procedures.	Administrative				
34	Operations	O.1 Implement improvements to procedures and processes	O.1.7	Develop an Implementation Plan for creating and updating Board materials.	Administrative				
35	Operations	O.1 Implement improvements to procedures and processes	O.1.8	Update Board materials.	Administrative				
36	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.1	Apply for accreditation (for review in 2026)	Administrative				
37	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.2	Complete preparations with support from the mentor.	Administrative				
38	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.3	Complete the formal review.	Administrative				
39	Operations	O.3 Improve Technologies	O.3.1	Enhance use of RedTape	Administrative				
40	Operations	O.3 Improve Technologies	O.3.2	Complete implementation of critical HR systems.	Administrative				
41	Operations	O.3 Improve Technologies	O.3.3	Develop and execute a Technology Management Plan.	Administrative				
42	Operations	O.3 Improve Technologies	O.3.4	Maintain compliance with PDRMA technology requirements	Administrative				
43	Operations	O.3 Improve Technologies	O.3.5	Improve mobile equipment processes and tools.	Administrative				
44	Operations	O.3 Improve Technologies	O.3.6	Investigate tools to provide automated / electronic support for programming.	Administrative				
45	Operations	O.4 Design and implement improvements to metrics and reporting	O.4.1	Develop a Metrics Dashboard to be shared regularly with the Board	Administrative				
46	Operations	O.4 Design and implement improvements to metrics and reporting	O.4.2	Develop a long term financial plan.	Administrative				
47	Operations	O.5 Plan and implement improvements to office facilities	O.5.1	Assess office facility use.	Administrative				
48	Operations	O.5 Plan and implement improvements to office facilities	O.5.2	Develop a plan to improve facility use.	Administrative				
49	Operations	O.5 Plan and implement improvements to office facilities	O.5.3	Implement facility improvements according to the plan.	Administrative				
50	Operations	O.6 Plan and implement improvements to programming facilities	O.6.1	Develop and execute plan for optimizing use of member agency facilities.	Administrative				
51	Operations	O.6 Plan and implement improvements to programming facilities	O.6.2	Develop and execute plan for additional programming space.	Administrative				
52	Staffing	S.1 Optimize the organizational structure.	S.1.1	Continue to evaluate and implement changes to the organizational structure	Human Resources				
53	Staffing	S.1 Optimize the organizational structure.	S.1.2	Complete revisions to job descriptions.	Human Resources				
54	Staffing	S.1 Optimize the organizational structure.	S.1.3	Optimize the Human Resources staff role.	Human Resources				
55	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.1	Design and implement an employee engagement survey program.	Human Resources				
56	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.2	Evaluate and identify changes to compensation and benefits packages.	Human Resources				
57	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.3	Implement strategies to build connections between staff & M-NASR.	Human Resources				
58	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.4	Design and implement a Performance Evaluation & Development Planning program.	Human Resources				
59	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.1	Increase proficiency with ePact.	Recreation				
60	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.2	Develop and implement in-house annual training program.	Human Resources				
61	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.3	Update and expand materials to support program and inclusion staff.	Recreation				
62	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.4	Create a training library to develop the skills of program and inclusion staff.	Recreation				
63	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.5	Define and implement a formal Talent Development Program.	Human Resources				
64	Staffing	S.4 Implement improvements to recruiting.	S.4.1	Update and expand comprehensive list of staffing sources.	Human Resources				
65	Staffing	S.4 Implement improvements to recruiting.	S.4.2	Modify materials used to recruit, screen, and interview candidates.	Human Resources				
66	Staffing	S.4 Implement improvements to recruiting.	S.4.3	Reestablish the Therapeutic Staff Intern Program.	Recreation				
67	Staffing	S.4 Implement improvements to recruiting.	S.4.4	Optimize recruiting pipeline with higher education programs.	Human Resources				
68	Staffing	S.5 Design and implement a volunteer program.	S.5.1	Design the Volunteer Program.	Recreation				
69	Staffing	S.5 Design and implement a volunteer program.	S.5.2	Implement the Volunteer Program.	Recreation				
70	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.1	Develop and implement a Marketing Request process.	Marketing				
71	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.2	Communicate the revised mission and values.	Marketing				
72	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.3	Revise the M-NASR style and standards guide.	Marketing				
73	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.4	Revise and expand the image library.	Marketing				
74	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.5	Update and expand a multi-year marketing calendar.	Marketing				
75	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.6	Update and enhance the website and social media tools.	Marketing				
76	Fundraising	F.1 Refine processes for current fundraising events.	F.1.1	Optimize processes related to current M-NASR-owned fundraising activities.	Development				
77	Fundraising	F.1 Refine processes for current fundraising events.	F.1.2	Optimize processes related to Liponi Foundation-owned fundraising activities.	Development				
78	Fundraising	F.1 Refine processes for current fundraising events.	F.1.3	Optimize processes for grant identification and management.	Development				
79	Fundraising	F.2 Establish long-term fundraising goals.	F.2.1	Refine the M-NASR fundraising philosophy.	Administrative				
80	Fundraising	F.2 Establish long-term fundraising goals.	F.2.2	Develop a 5-year fundraising plan.	Development				
81	Fundraising	F.3 Develop and implement a donor program.	F.3.1	Define a new individual and corporate donor program.	Development				
82	Fundraising	F.3 Develop and implement a donor program.	F.3.2	Launch the new Donor Program.	Development				

M-NASR Strategic Plan 2023 - 2027: Action Items  
As of December 28, 2022

#	Focus Area	Strategy	Action Item #	Action Item	Department	Lead Staff	2027				
							Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
1	Programming	P.1 Determine long-term approach to programming	P.1.1	Refine, document, and share our programming philosophy that will drive our programming decisions.	Recreation	Lisa					
2	Programming	P.1 Determine long-term approach to programming	P.1.2	Refine, document, and share our philosophy on our fee structure.	Recreation	Lisa					
3	Programming	P.1 Determine long-term approach to programming	P.1.3	Create and maintain a Long-Term Programming Planning Model.	Recreation	Lisa					
4	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.1	Define an approach for regularly soliciting feedback from participants.	Recreation	Lisa					
5	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.2	Implement an approach for regularly soliciting feedback from participants.	Recreation	Lisa					
6	Programming	P.2 Develop mechanisms for identifying programming enhancements	P.2.3	Develop procedures and internal mechanisms for identifying, prioritizing, and implementing program enhancements on an ongoing basis.	Recreation						
7	Programming	P.3 Identify and implement programming changes	P.3.1	Analyze programming and identify enhancements aligned with the programming philosophy.	Recreation						
8	Programming	P.3 Identify and implement programming changes	P.3.2	Prioritize short- and mid-term program modifications and develop Implementation Plan	Recreation						
12	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.1	Assess demand for an additional Sensory Room	Recreation						
13	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.2	If demand warrants, create Sensory Room Implementation Plan.	Recreation						
14	Programming	P.4 Determine feasibility for additional Sensory Room	P.4.4	If demand warrants, execute the Sensory Room Implementation Plan.	Recreation						
15	Programming	P.5 Determine feasibility for adult day programming.	P.5.1	Assess demand for adult day program.	Recreation						
16	Programming	P.5 Determine feasibility for adult day programming.	P.5.2	If demand warrants, create Adult Day Program Implementation Plan.	Recreation						
17	Programming	P.6 Identify and implement enhancements to transportation	P.6.1	Conduct a Transportation Needs Assessment.	Recreation	Lisa					
18	Programming	P.6 Identify and implement enhancements to transportation	P.6.2	Investigate alternatives for secure bus storage.	Recreation						
19	Programming	P.6 Identify and implement enhancements to transportation	P.6.3	Create Transportation Enhancement Implementation Plan.	Recreation						
20	Programming	P.6 Identify and implement enhancements to transportation	P.6.4	Execute the Transportation Enhancement Implementation Plan.	Recreation						
21	Inclusion	I.1 Improve our communications with families about inclusion services	I.1.1	Create and disseminate standard communications for families.	Recreation	Lisa					
22	Inclusion	I.1 Improve our communications with families about inclusion services	I.1.2	Create mechanisms to capture and share inclusion accomplishments, focusing on positives.	Recreation	Jessie					
23	Inclusion	I.2 Improve our inclusion tools, training, and processes	I.2.1	Expand the current month-by-month timeline for inclusion tasks.	Recreation	Jessie					
24	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.1	Improve procedures and communications to address current challenges.	Recreation	Jessie					
25	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.2	Create and deploy standard communications for member agencies.	Recreation	Jessie					
26	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.3	Update and expand inclusion-focused training and resources for member agencies.	Recreation						
27	Inclusion	I.3 Collaborate with member agencies to enhance comprehensive inclusion services	I.3.4	Develop Member Agency Training Plan.	Recreation						
28	Operations	O.1 Implement improvements to procedures and processes	O.1.1	Complete record purge activities.	Administrative	Keil					
29	Operations	O.1 Implement improvements to procedures and processes	O.1.2	Refine and implement improvements to the Record Retention Policy.	Administrative						
30	Operations	O.1 Implement improvements to procedures and processes	O.1.3	Develop plan for completing policy and process updates.	Administrative	Trisha					
31	Operations	O.1 Implement improvements to procedures and processes	O.1.4	Complete organization-wide policy and process updates	Administrative	Trisha					
32	Operations	O.1 Implement improvements to procedures and processes	O.1.5	Implement updated policies and processes.	Administrative						
33	Operations	O.1 Implement improvements to procedures and processes	O.1.6	Develop role-specific procedures.	Administrative						
34	Operations	O.1 Implement improvements to procedures and processes	O.1.7	Develop an Implementation Plan for creating and updating Board materials.	Administrative						
35	Operations	O.1 Implement improvements to procedures and processes	O.1.8	Update Board materials.	Administrative						
36	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.1	Apply for accreditation (for review in 2026)	Administrative						
37	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.2	Complete preparations with support from the mentor.	Administrative						
38	Operations	O.2 Achieve Distinguished Park & Recreation Accreditation	O.2.3	Complete the formal review.	Administrative						
39	Operations	O.3 Improve Technologies	O.3.1	Enhance use of ResTime	Administrative	Nicole D					
40	Operations	O.3 Improve Technologies	O.3.2	Complete implementation of critical HR systems.	Administrative	Keil					
41	Operations	O.3 Improve Technologies	O.3.3	Develop and execute a Technology Management Plan.	Administrative	Trisha					
42	Operations	O.3 Improve Technologies	O.3.4	Maintain compliance with PDRMA technology requirements	Administrative	Trisha					
43	Operations	O.3 Improve Technologies	O.3.5	Improve robotic equipment processes and tools.	Administrative	Tori					
44	Operations	O.3 Improve Technologies	O.3.6	Investigate tools to provide automated / electronic support for programming.	Administrative						
45	Operations	O.4 Design and implement improvements to metrics and reporting	O.4.1	Develop a Metrics Dashboard to be shared regularly with the Board	Administrative	Lisa					
46	Operations	O.4 Design and implement improvements to metrics and reporting	O.4.2	Develop a long term financial plan.	Administrative	Trisha					
47	Operations	O.5 Plan and implement improvements to office facilities	O.5.1	Assess office facility use.	Administrative						
48	Operations	O.5 Plan and implement improvements to office facilities	O.5.2	Develop a plan to improve facility use.	Administrative						
49	Operations	O.5 Plan and implement improvements to office facilities	O.5.3	Implement facility improvements according to the plan.	Administrative						
50	Operations	O.6 Plan and implement improvements to programming facilities	O.6.1	Develop and execute plan for optimizing use of member agency facilities.	Administrative						
51	Operations	O.6 Plan and implement improvements to programming facilities	O.6.2	Develop and execute plan for additional programming space.	Administrative						
52	Staffing	S.1 Optimize the organizational structure.	S.1.1	Continue to evaluate and implement changes to the organizational structure	Human Resources	Keil					
53	Staffing	S.1 Optimize the organizational structure.	S.1.2	Complete revisions to job descriptions.	Human Resources	Keil					
54	Staffing	S.1 Optimize the organizational structure.	S.1.3	Optimize the Human Resources staff role.	Human Resources	Keil					
55	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.1	Design and implement an employee engagement survey program.	Human Resources	Keil					
56	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.2	Evaluate and identify changes to compensation and benefits packages.	Human Resources						
57	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.3	Implement strategies to build connections between staff & MNASR.	Human Resources	Keil					
58	Staffing	S.2 Define and implement mechanisms to increase retention.	S.2.4	Design and implement a Performance Evaluation & Development Planning program.	Human Resources						
59	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.1	Increase proficiency with ePact.	Recreation	Lisa					
60	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.2	Develop and implement in-house annual training program.	Human Resources	Kelly					
61	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.3	Update and expand materials to support program and inclusion staff.	Recreation						
62	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.4	Create a training library to develop the skills of program and inclusion staff.	Recreation						
63	Staffing	S.3 Design and implement mechanisms to further develop staff.	S.3.5	Define and implement a formal Talent Development Program.	Human Resources						
64	Staffing	S.4 Implement improvements to recruiting.	S.4.1	Update and expand comprehensive list of staffing sources.	Human Resources	Keil					
65	Staffing	S.4 Implement improvements to recruiting.	S.4.2	Modify materials used to recruit, screen, and interview candidates.	Human Resources	Keil					
66	Staffing	S.4 Implement improvements to recruiting.	S.4.3	Reestablish the Therapeutic Staff Intern Program.	Recreation	Lisa					
67	Staffing	S.4 Implement improvements to recruiting.	S.4.4	Develop recruiting pipeline with higher education programs.	Human Resources						
68	Staffing	S.5 Design and implement a volunteer program.	S.5.1	Design the Volunteer Program.	Recreation	Lisa					
69	Staffing	S.5 Design and implement a volunteer program.	S.5.2	Implement the Volunteer Program.	Recreation	Lisa					
70	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.1	Develop and implement a Marketing Request process.	Marketing	Audra					
71	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.2	Communicate the revised mission and values.	Marketing	Audra					
72	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.3	Revise the MNASR style and standards guide.	Marketing	Audra					
73	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.4	Revise and expand the image library.	Marketing	Audra					
74	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.5	Update and expand a multi-year marketing calendar.	Marketing						
75	Marketing	M.1 Improve and expand the resources available for marketing activities.	M.1.6	Update and enhance the website and social media tools.	Marketing						
76	Fundraising	F.1 Refine processes for current fundraising events.	F.1.1	Optimize processes related to current MNASR-owned fundraising activities.	Development	Tori					
77	Fundraising	F.1 Refine processes for current fundraising events.	F.1.2	Optimize processes related to Liponi Foundation-owned fundraising activities.	Development	Tori					
78	Fundraising	F.1 Refine processes for current fundraising events.	F.1.3	Optimize processes for grant identification and management.	Development	Tori					
79	Fundraising	F.2 Establish long-term fundraising goals.	F.2.1	Refine the MNASR fundraising philosophy.	Administrative	Trisha					
80	Fundraising	F.2 Establish long-term fundraising goals.	F.2.2	Develop a 5-year fundraising plan.	Development						
81	Fundraising	F.3 Develop and implement a donor program.	F.3.1	Define a new individual and corporate donor program.	Development						
82	Fundraising	F.3 Develop and implement a donor program.	F.3.2	Launch the new Donor Program.	Development						