



*We exist to support and promote outstanding opportunities through recreation for children and adults with disabilities in cooperation with Northwest Special Recreation Association.*

Regular Meeting  
January 25, 2022 - 3:30 p.m.  
Via Zoom

<https://us06web.zoom.us/j/85421189165>

Meeting ID: 854 2118 9165

Call In 312 626 6799

### **AGENDA**

- I. Call to Order  
Roll Call
- II. Introduction of Guests:
  - A. Jasper Shorr – Intern
- III. Approval of Agenda
- IV. **Approval of Minutes – Pages 3-7**
- V. Correspondence
  - A. Written
  - B. Oral
- VI. **Reports: - Pages 8-18**
  - A. SLSF Reports –
    - 1. 2021 Year End Report
    - 2. Events Wrap Up
    - 3. 2021 Year End Grant Report
    - 4. **2021 Year End Strategic Goals**
    - 5. 2020 vs. 2021 Annual Appeal Comparison
    - 6. 2020 vs. 2021 Annual Giving Comparison
    - 7. 2021 Year End Financial Wrap-up
  - B. Marketing and Public Relations Report
  - C. NWSRA Program Report – Oral Report
- VII. **Review of Financial Statements/Investments: - 19-25**
  - A. Benjamin F. Edwards Statement
  - B. Organizational Cash Overview
  - C. SLSF Budget vs. Actual
  - D. Balance Sheets
  - E. 4<sup>th</sup> Quarter Financial Report
  - F. Other
- VIII. **Approval of Warrant: - Pages 26-28**
  - A. Motion to approve Warrant# 12 - \$215,882.27

Arlington Heights • Bartlett • Buffalo Grove • Elk Grove • Hanover Park • Hoffman Estates • Inverness • Mount Prospect • Palatine  
Prospect Heights • River Trails • Rolling Meadows • Salt Creek • Schaumburg • South Barrington • Streamwood • Wheeling

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- B. Motion to approve Warrant #1 - \$65.00
- IX. Old Business:  
None
- X. **New Business: Pages 29-40**
  - A. SLSF Retreat
    - 1. **SLSF S.O.A.R Analysis**
  - B. Strategic Plan:
    - 1. **Strategic Plan Review**
    - 2. FY 2022 Goals
  - C. Installation of New Board Member:
    - 1. Bret Fahnstrom
- XI. Information/Action Items:
  - A. 2021 Year in Review
  - B. Board Member Goals for 2022 – Oral
  - C. Other
- XII. Comments
- XIII. Adjournment

**Mission Statement**

We exist to support children and adults with disabilities through philanthropy for  
Northwest Special Recreation Association

# IV. Minutes

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**MINUTES OF THE REGULAR MEETING OF THE BOARD OF TRUSTEES OF  
THE SPECIAL LEISURE SERVICES FOUNDATION  
HELD VIA ZOOM ON THE 7<sup>th</sup> OF DECEMBER 2021**

Vice Chairman Crook called the meeting to order at 3:39 p.m.

Those present were: Linda Ballantine, Amy Charlesworth, Al Crook, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontkowski, Ryan Risinger, Kevin Romejko and Dave Speers

Absent were: Carl Arthur, Tom Campone, Anthony Gattuso, Dennis Hanson

Also present were: Tracey Crawford, President; Anne Kiwala, Superintendent of Development; Andrea Griffin and Rachel Hubsch, Superintendents of Recreation; Tom Draper, Superintendent of Communications and IT; Darleen Negrillo, Superintendent of Administrative Services; Miranda Woodard, Accounting Manager; Liz Thomas, Foundation Manager; Megan O'Brien, Events Coordinator and Jessica Vasalos, Administrative Manager, as recording secretary.

Introduction of Guests

None

Approval of Agenda for December 7, 2021

Vice Chairman Crook asked for a motion to approve the agenda for December 7, 2021. Trustee Risinger made the motion and Trustee Oates seconded the motion.

Upon voice vote, the motion carried.

Approval of Minutes for October 19, 2021

Vice Chairman Crook asked for a motion to approve the minutes from the October 19, 2021 meeting. Trustee Oates moved the motion and Trustee Ballantine seconded the motion. Upon voice vote, the motion carried.

Anthony Gattuso arrived at 3:45 pm. However, had audio and video trouble throughout the meeting. When present he is called upon for voting purposes.

Correspondence

Written:

None

Oral:

None

Review of Financial Statements

Miranda Woodard, Accounting Manager reviewed the financial statements with the Board. No questions were raised.

Warrants:

Vice Chairman Crook asked for a motion to approve Warrant 10, dated October 31, 2021 in the amount of \$18,967.33. Trustee Romejko made the motion and Trustee Houser seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

Vice Chairman Crook asked for a motion to approve Warrant 11, dated November 30, 2021 in the amount of \$25,683.34. Trustee Risinger made the motion and Trustee Oates seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

#### Old Business

Superintendent Kiwala reviewed the Conflict of Interest Policy statements that are missing. She will reach out again after the meeting to let those Board Members know if their form is still outstanding.

Events Coordinator Megan O'Brien reviewed with the Board the Celebrate Ability Gala wrap up. She reported that this year's event was conducted in a hybrid format allowing for in person as well as zoom attendance. The event netted just under \$60,000 with 180 people in attendance as well as drew the one millionth dollar to be donated to SLSF. Executive Director Crawford gave a special shout out to the SLSF team for a phenomenal event. Trustee Risinger also gave kudos to all staff involved.

#### New Business

##### Installation of Officers

President Crawford asked for a motion to approve the installation of Officers to the SLSF Board of Trustees: 1. Al Crook, Board Chairman, 2. Anthony Gattuso, Board Vice Chairman and Kathy Nowicki as Past Chairman. Trustee Oates moved the motion and Trustee Charlesworth seconded the motion. Upon Voice vote, the motion carried.

##### Recognition of Kathy Nowicki

Vice Chairman Crook read Proclamation P2021-2, honoring Kathy Nowicki.

##### Approval of Terms and Committees

President Crawford asked for a motion to approve the Committees as presented as terms have been removed until Board Members would like to leave the Board. Trustee Oates moved the motion and Trustee Charlesworth seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Anthony Gattuso, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

Approval of Legal Counsel

Vice Chairman Crook asked for a motion to approve legal counsel of Robbins, Schwartz, Nicholas, Lifton & Taylor – Howard Metz as attorney. Trustee Charlesworth moved the motion and Trustee Romejko seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Anthony Gattuso, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

Appointment of President

Vice Chairman Crook asked for a motion to approve Resolution R2021-2 appointing Tracey Crawford, President of SLSF. Trustee Oates moved the motion and Trustee Romejko seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Anthony Gattuso, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

Approval of the Investment Policy

President Crawford asked for a motion to approve the Investment Policy as presented, and will be reviewed annually moving forward. Trustee Romejko moved the motion and Trustee Nowicki seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Anthony Gattuso, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

Approval of Resolution R2021-6 Signature Cards

President Crawford reviewed the signature cards. Vice Chairman Crook asked for a motion to approve the signature cards as presented. Trustee Ballantine moved the motion and Trustee Charlesworth seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Anthony Gattuso, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

#### Information/Action Items

##### Proposed Budget 2022

Superintendent Kiwala and President Crawford explained the budget and addressed any questions that were raised. A question was raised regarding whether or not SLSF was being conservative enough. Superintendent Kiwala explained that with the addition of three new events as well as using a trend comparison, the team is comfortable with the budget that has been presented. Upon no further questions, President Crawford asked for a motion to approve the proposed 2022 budget as presented. Trustee Ballantine moved the motion and Trustee Nowicki seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Amy Charlesworth, Al Crook, Anthony Gattuso, Diane Hilgers, Jim Houser, Jay Morgan, Kathy Nowicki, Terri Oates, Rafal Piontikowski, Ryan Risinger, Kevin Romejko and Dave Speers

NAY: None

The motion carried.

##### 2022 Event Calendar

Superintendent Kiwala reviewed the 2022 event calendar with the Board. No questions were raised.

##### Adjournment

Being no further business to come before the Board, Vice Chairman Crook called for a motion to adjourn the meeting at 4:10 pm. Trustee Oates moved and Trustee Risinger seconded the motion. Upon voice vote, the motion carried.

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Secretary

# VI. Reports

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Date: January 2022  
To: Tracey Crawford, Executive Director  
From: Anne Kiwala, Superintendent of Development  
RE: SLSF Update for the January SLSF Board Meeting

**Sponsorships:** Sponsorship dollars are part of the SLSF event budgets. In 2021 SLSF budgeted \$61,200 but received \$86,451 in event sponsorship. Increase in sponsorship is a result of expanding community outreach for sponsorship opportunities and increased community engagement

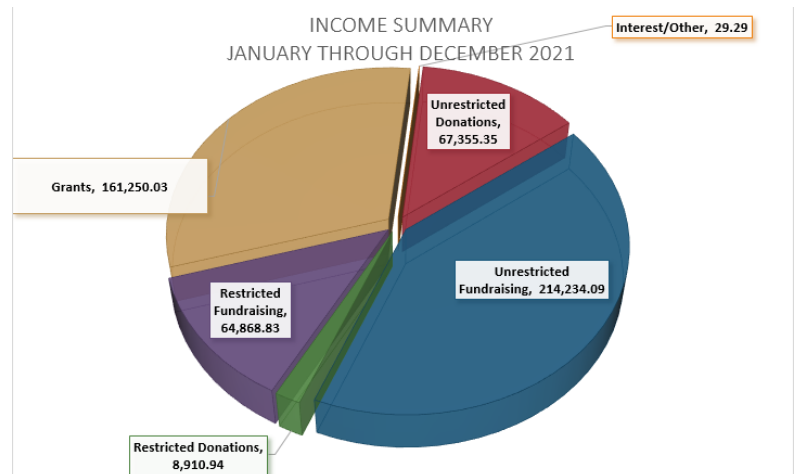
**Grants:** The FY 2021 budgeted grant total was \$83,000. SLSF applied for \$179,013 in private grants and \$10,000 in a governmental grant through IEMA/FEMA. From the proposals sent, \$160,474 in grant money has been approved and \$161,250.03 has been received in 2021.

**Events:** The FY 2021 Events budgeted amount was \$150,020. The total amount received was \$203,947.36 which was higher than budgeted due to increased sponsorship reach and increased registration. Events budget for 2021 was more conservative due to uncertainty regarding changing guidelines during the pandemic.

SLSF hosted a virtual Gold Medal Fashion Show due to COVID-19 guidelines, and grossed nearly \$35,000. After the success of last year's virtual Celebrate Ability Gala, this year's gala was hybrid (both in-person and virtual) and grossed over \$76,000. Portions of those dollars represent event sponsorships as shown in the sponsorship portion of this report.

#### Additional Fundraising Campaigns:

Kilwin's Fudge Fundraiser	\$252
Kilwin's December Fundraiser	\$274.91
Wyatt's Dog Company	\$92
Popcorn Sales	\$4,680
Flower Power	\$1,574
Autism Speaks	\$2,000
Portillo's	\$158.25



#### Grants to NWSRA:

The SLSF Board approved a grant to NWSRA in the amount of \$260,000 for fiscal year 2021. \$26,000 of this was budgeted for miscellaneous grants which will be carried over into FY2022 and is allocated toward the Vogeley House at Hoffman Estates. Total amount of grants to NWSRA in FY2021 was \$234,000. SLSF provided no funding toward capital improvements to NWSRA in FY2021.

## 2019 - 2021 SLSF Fundraising Events Comparisons

Events		2019	2020	2021	Difference	
Gold Medal Fashion Show	Gross	\$ 56,885.35	\$ 50,607.00	\$ 34,822.02	\$ (15,784.98)	
	Expense	\$ 12,704.51	\$ 24,150.77	\$ 2,616.04	\$ (21,534.73)	
	Net	\$ 44,180.84	\$ 26,456.23	\$ 32,205.98	\$ 5,749.75	
	# attending	555	453	224	-229	
	cost per person	\$ 22.89	\$ 53.31	\$ 11.68	\$ (41.63)	
Buffalo Grove Classic	Gross	\$ 35,761.00	\$ 29,512.00	\$ 38,836.00	\$ 9,324.00	
	Expense	\$ 6,803.02	\$ 5,429.74	\$ 6,566.08	\$ 1,136.34	
	Net	\$ 28,957.98	\$ 24,082.26	\$ 32,269.92	\$ 8,187.66	
	# attending	99	81	110	29	
	cost per person	\$ 68.72	\$ 67.03	\$ 59.69	\$ (7.34)	
Palatine Hills Golf Classic	Gross	\$ 13,755.64	\$ 15,802.00	\$ 33,275.58	\$ 17,473.58	
	Expense	\$ 2,175.75	\$ 2,213.79	\$ 7,874.32	\$ 5,660.53	
	Net	\$ 11,579.89	\$ 13,588.21	\$ 25,401.26	\$ 11,813.05	
	# attending	69	62	126	64	
	cost per person	\$ 31.53	\$ 35.71	\$ 62.49	\$ 26.79	
Moretti's/NWSRA Golf Classic	Gross	\$ 25,636.00	\$ -	\$ 21,445.00	\$ 21,445.00	
	Expense	\$ 5,697.02	\$ -	\$ 3,004.28	\$ 3,004.28	
	Net	\$ 19,938.98	\$ -	\$ 18,440.72	\$ 18,440.72	
	# attending	89	0	69	69	
	cost per person	\$ 64.01	\$ -	\$ 43.54	\$ 43.54	
Arlington Classic	Gross	\$ 24,806.00	\$ 20,328.00	\$ 25,065.00	\$ 4,737.00	
	Expense	\$ 2,817.03	\$ 2,187.06	\$ 3,312.13	\$ 1,125.07	
	Net	\$ 21,988.97	\$ 18,140.94	\$ 21,752.87	\$ 3,611.93	
	# attending	67	68	72	4	
	cost per person	\$ 42.05	\$ 32.16	\$ 46.00	\$ 13.84	
Women's Only Outing	Gross	\$ 17,444.00	\$ 21,165.00	\$ 27,776.33	\$ 6,611.33	
	Expense	\$ 3,796.58	\$ 3,850.64	\$ 5,631.55	\$ 1,780.91	
	Net	\$ 13,647.42	\$ 17,314.36	\$ 22,144.78	\$ 4,830.42	
	# attending	56	77	90	13	
	cost per person	\$ 67.80	\$ 50.01	\$ 62.57	\$ 12.56	
T&M Golf Outing	Gross	\$ 18,195.00	\$ 17,366.64	\$ -	\$ (17,366.64)	
	Expense	\$ 2,172.93	\$ 1,814.89	\$ -	\$ (1,814.89)	
	Net	\$ 16,022.07	\$ 15,551.75	\$ -	\$ (15,551.75)	
	# attending	60	48	0	-48	
	cost per person	\$ 36.22	\$ 37.81	\$ -	\$ (37.81)	
Celebrate Ability	Gross	\$ 70,666.46	\$ 40,781.19	\$ 76,606.24	\$ 35,825.05	
	Expense	\$ 28,590.75	\$ 4,540.00	\$ 20,160.76	\$ 15,620.76	
	Net	\$ 42,075.71	\$ 36,241.19	\$ 56,445.48	\$ 20,204.29	
	# attending	214	140	182	42	
	cost per person	\$ 133.60	\$ 32.43	\$ 110.77	\$ 78.34	
Totals	Gross	\$ 263,149.45	\$ 195,561.83	\$ 257,826.17	\$ 62,264.34	
	Expense	\$ 64,757.59	\$ 44,186.89	\$ 49,165.16	\$ 4,978.27	
	Net	\$ 198,391.86	\$ 151,374.94	\$ 208,661.01	\$ 57,286.07	

# 2021 Actual Vs. Budget

Events		2021	Budget	Difference
<b>Gold Medal Fashion Show</b>	Gross*	\$ 34,822.02	\$ 24,500.00	
	Expense	\$ 2,616.04	\$ 1,500.00	
	Net*	<b>\$ 32,205.98</b>	<b>\$ 23,000.00</b>	<b>\$ 9,205.98</b>
	# attending	224	377	
	cost per person	\$ 11.68	\$ 3.98	
<b>Buffalo Grove Classic</b>	Gross	\$ 38,836.00	\$ 29,025.00	
	Expense	\$ 6,566.08	\$ 6,680.00	
	Net	<b>\$ 32,269.92</b>	<b>\$ 22,345.00</b>	<b>\$ 9,924.92</b>
	# attending	110	65	
	cost per person	\$ 59.69	\$ 102.77	
<b>Palatine Hills Golf Classic</b>	Gross	\$ 33,275.58	\$ 16,650.00	
	Expense	7,874.32	\$ 3,550.00	
	Net	<b>\$ 25,401.26</b>	<b>\$ 13,100.00</b>	<b>\$ 12,301.26</b>
	# attending	126	55	
	cost per person	\$ 62.49	\$ 64.55	
<b>Moretti's/NWSRA Golf Classic</b>	Gross	\$21,445.00	\$ 18,750.00	
	Expense	\$3,004.28	\$ 3,850.00	
	Net	<b>\$ 18,440.72</b>	<b>\$ 14,900.00</b>	<b>\$ 3,540.72</b>
	# attending	69	60	
	cost per person	\$ 43.54	\$ 64.17	
<b>Arlington Classic</b>	Gross	\$ 25,065.00	\$ 20,980.00	
	Expense	\$ 3,312.13	\$ 4,675.00	
	Net	<b>\$ 21,752.87</b>	<b>\$ 16,305.00</b>	<b>\$ 5,447.87</b>
	# attending	72	68	
	cost per person	\$ 46.00	\$ 68.75	
<b>Women's Only Outing</b>	Gross	\$ 27,776.33	\$ 21,200.00	
	Expense	\$ 5,631.55	\$ 5,360.00	
	Net	<b>\$ 22,144.78</b>	<b>\$ 15,840.00</b>	<b>\$ 6,304.78</b>
	# attending	90	75	
	cost per person	\$ 62.57	\$ 71.47	
<b>T&amp;M Golf Outing</b>	Gross	\$ -	\$ 11,980.00	
	Expense	\$ -	\$ 4,650.00	
	Net	<b>\$ -</b>	<b>\$ 7,330.00</b>	<b>\$ (7,330.00)</b>
	# attending	0	35	
	cost per person	\$ -	\$ 132.86	
<b>Celebrate Ability</b>	Gross	\$ 76,606.24	\$ 65,500.00	
	Expense	\$ 20,160.76	\$ 28,300.00	
	Net	<b>\$ 56,445.48</b>	<b>\$ 37,200.00</b>	<b>\$ 19,245.48</b>
	# attending	182	300	
	cost per person	\$ 110.77	\$ 94.33	
<b>Totals</b>	Gross	\$ 257,826.17	\$ 208,585.00	<b>\$ 49,241.17</b>
	Expense	\$ 49,165.16	\$ 58,565.00	
	Net	<b>\$ 208,661.01</b>	<b>\$ 150,020.00</b>	<b>\$ 58,641.01</b>

\*money received in previous year allocated for event

G:\SLSF\Events\General Event Information\Fundraising Events Comparisons\2021 2019 SLSF Fundraising Events Comparisons

## Board Report - Grant Activity for December 2021

The following is a list of 2021 grant activity on behalf of SLSF/NWSRA

### Governmental Grants

<b>Illinois Department of Transportation</b> – IDOT grants vehicles to non-profit agencies through the Paratransit Vehicle Program.	Accessible Vehicle	\$ 60,000.00		NWSRA has been awarded a 14 passenger accessible vehicle from the 2018 CVP Application. <b>Received on 2.26.2021</b>
<b>IEMA</b>	COVID-19	\$ 10,088.37	3,474.23	SLSF is applying for Federal Assistance for unbudgeted PPE for staff and participants due to COVID-19. Submitted in 2020. NWSRA received check on 6.24.2021
		<b>Total Government Grant Money Received in 2021</b>	<b>\$ 3,474.23</b>	

### Private Grants

Pending					
Name	Purpose	Amount Requested	Status	Notes	
Palatine Township	Accessible Transportation	\$ 6,000.00	Pending	SLSF requested funds to assist with maintaining the NWSRA accessible vehicles on 9.11.2021	
SchaumburgTownship	Sensory Equipment	\$ 2,000.00	Pending	SLSF requested funds for sensory equipment for programs on 11.29.2021	
Elk Grove Township	Accessible Transportation	\$ 10,000.00	Pending	SLSF requested funds to assist with maintaining the NWSRA accessible vehicles on 11.1.2021	
Not Approved					
Rotary Club of Elk Grove Village	Accessible Transportation	\$ 1,000.00	Not Approved	SLSF submitted a grant application to assist with maintaining the 25 accessible vehicle fleet.	
Elk Grove Township	Program Support	\$ 2,500.00	Not Approved	SLSF requested funding to provide funds for general program support on 9.10.2021	
Women's Club of Inverness	Day Camp	\$ 584.00	Not Approved	SLSF submitted a grant application to assist with purchasing Fidget Kits for campers.	
Autism Speaks	PURSUIT	\$ 5,000.00	Not Approved	SLSF submitted a grant application to assist with the PURSUIT program on 2.26.2021. Not approved in July 2021	
Approved					
		Requested	Approved	Received	
Mitsubishi Electronic	Program Support	\$ 5,000.00	\$ 2,000.00	\$ 2,000.00	SLSF submitted a grant application to request funds to assist with purchasing supplies and PPE equipment for Day Camp pm 3.12.2021
Northwest Community Healthcare	General Support	\$ 5,000.00	\$ 2,500.00	\$ 2,500.00	SLSF submitted a grant request to provide funds for general program supplies needed due to Pandemic on 10.29.2020
Zurich NA	Program Support	\$ 15,000.00	\$ 14,750.00	\$ 14,750.00	Zurich approved SLSF to receive a grant for 2021 without needing to submit an application.
Palatine Township	Accessible Transportation	\$ 10,000.00	\$ 9,000.00	\$ 4,500.00	SLSF submitted a grant request to help with manitaining and updating the NWSRA fleet on 9.24.2020. Received acceptance on 2.26.2021
Rotary Club of Schaumburg/Hoffman Estates	PURSUIT 6 - Vogelei House	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	SLSF submitted a grant application to assist with supplies needed for PURSUIT 6 in Hoffman Estates on 3.7.2021
The Jeff Elko Memorial Fund	PURSUIT and Leisure Ed	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	Continued grant from Jeff Elko's family. \$1,000 for Leisure Education Scholarships and \$1,500 for PURSUIT programs
Rotary Club of Buffalo Grove	Accessible Transportation	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	SLSF submitted a grant application to assist with maintaining the 25 accessible vehicle fleet.
Mechdyne	General Program Support	\$ 5,000.00	\$ 2,500.00	\$ 2,500.00	SLSF requested funding to help purchase the replacement of the Double Bubble Bonanza Panel for the RMCC Snoezelen Room on 6.30.2021. Received \$2500 on 9.3.2021
Wheaton Franciscan Sisters	PURSUIT 6 - Vogelei House	\$ 89,000.00	\$ 89,000.00	\$ 89,000.00	SLSF requested funding to help with the ADA construction of the Vogelei House for PURSUIT 6 on 6.4.2021
Palatine Jaycees	General Program Support	\$ 341.00	\$250.00	\$0.00	SLSF requested funding to help purchase items for enhancing the Dream Lab on 8.17.2021
UPS Foundation	Accessible Transportation	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	SLSF submitted a grant to assist with purchasing a 14 passenger vehicle on 6.18.2021
	Total Proposed Amount from Grants	\$ 201,013.37			
	Total Approved Grant Money in 2021	\$ 160,474.23			
	Total Grant Money Received in 2021	\$ 161,250.03			
	Budgeted Amount	\$ 83,000.00			

# MEMO

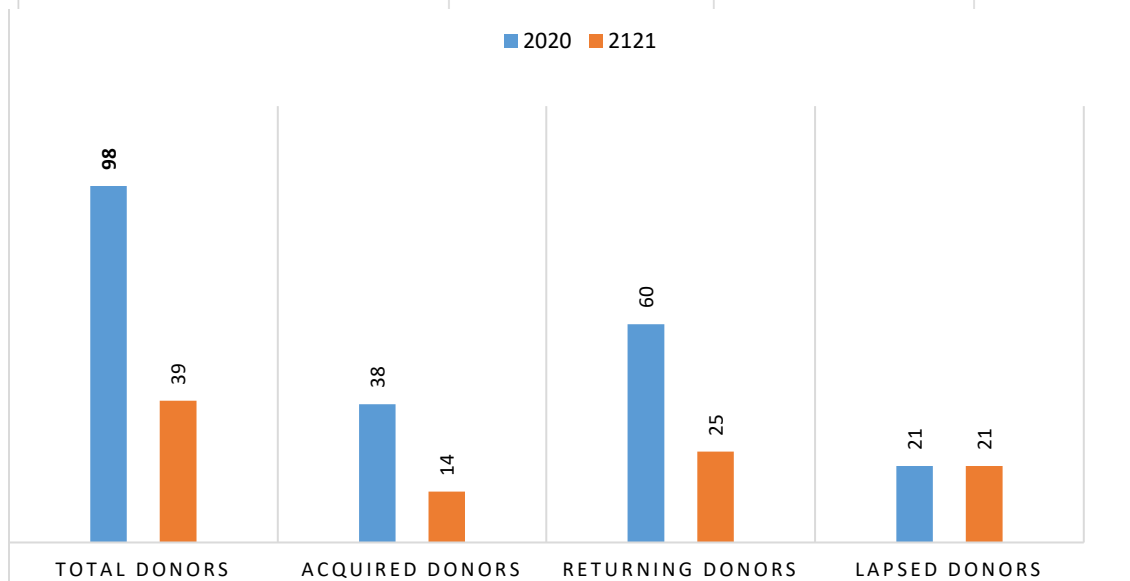
To: Tracey Crawford, SLSF President  
 From: Anne Kiwala, Superintendent of Development  
 Date: January 18, 2022  
 RE: 2021 Annual Appeal Fund

The 2021 goal for the Annual Appeal Fund was to acquire new donors while retaining current donors which would result in a net increase of revenue. The Spring Appeal was restricted to scholarships and was mailed only to those donors who gave to scholarships in the past. The Holiday Appeal was sent to a larger SLSF contact list who received both a mailed card and an email, which had a 50.2% open rate. Below is a chart which compares the 2020 and 2021 Annual Appeals. 2021 numbers lower attributed in part to a change in end of year donation designation. Only donations returned with the appeal slip or noted as for the Annual Appeal were included. In 2022, the SLSF team will expand the Spring Appeal list and send via email as well as mail and expand the Holiday Appeal email campaign to include NWSRA families, with an estimated reach of 3,500.

## Yearly Annual Appeal Comparisons

Description	2020	2021	Change from 2020 - 2021
<b>Amount Received</b>	\$ 19,052.42	\$ 11,281.03	\$ (7,771.39)
<b>Number of Responses</b>	98	39	-59
<b>Response Rate</b>			
Total Number Mailed	621	960	339
% Response	16%	4%	-12%
<b>Average Gift</b>	\$ 194.41	\$ 289.26	\$ 94.84
<b>Costs</b>			
Total Actual Expenses	\$ 447.12	\$ 1,766.31	\$ 1,319.19
Cost per donor	\$ 4.56	\$ 45.29	\$ 40.73
Cost per dollar raised	\$ 0.02	\$ 0.19	\$ 0.16
<b>Net Amount Raised</b>	\$ 18,605.30	\$ 9,514.72	\$ (9,090.58)

\*Figures as of January 12th, 2022



# MEMO

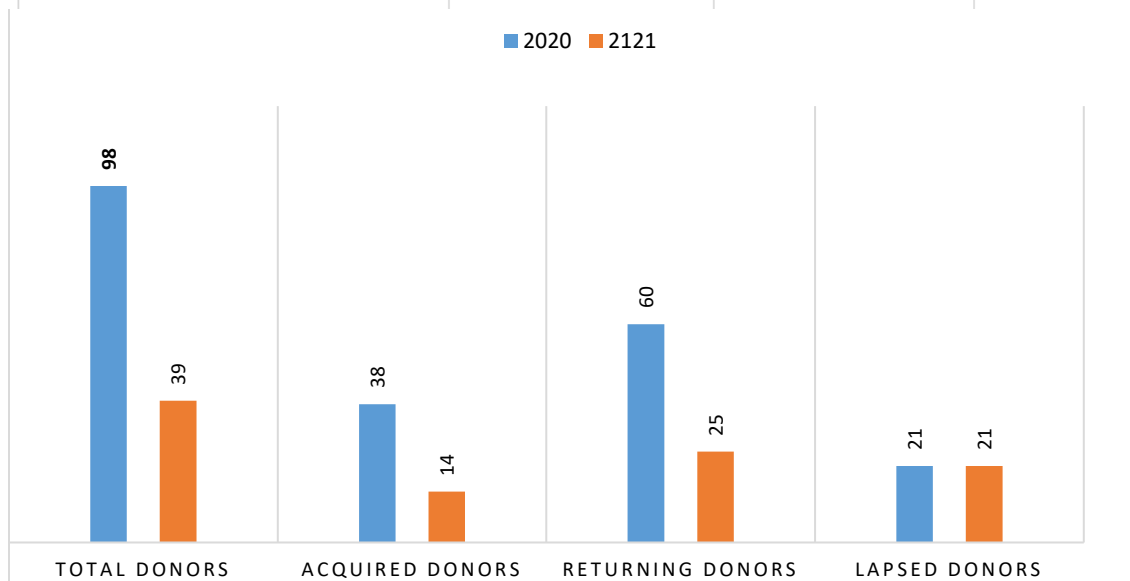
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## Yearly Annual Appeal Comparisons

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Average Gift	\$ 194.41	\$ 289.26	\$ 94.84
Costs			
Total Actual Expenses	\$ 447.12	\$ 1,766.31	\$ 1,319.19
Cost per donor	\$ 4.56	\$ 45.29	\$ 40.73
Cost per dollar raised	\$ 0.02	\$ 0.19	\$ 0.16
Net Amount Raised	\$ 18,605.30	\$ 9,514.72	\$ (9,090.58)

\*Figures as of January 12th, 2022



To: Tracey Crawford, SLSF President  
From: Anne Kiwala, Superintendent of Development  
Re: SLSF Budget Worksheet and SLSF Operating Fund and Restricted Reserve Fund  
Date: January 18, 2022

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### **2022 Start of Year Balance**

The Board of Trustees approved the presented FY2022 budget on December 7, 2021.

As of December 31, 2021 the SLSF Operating Fund had a balance of \$423,487.58. The fund is higher than anticipated due to the grant to NWSRA being taken out in January 2022.

The following chart explains the dollars in the account:

<b>OPERATING FUND</b>	
<b>SLSF Village Bank and Trust Account Balance as of 12/31/2021</b>	<b>\$423,487.58</b>
NWSRA Grant	<b>\$182,875.43</b>
Booster Club fund carry over	<b>\$173.99</b>
Athletic Funds to be carried over	<b>\$16,249.47</b>
Grant dollars allocated for 2022 projects	<b>\$145,330.24</b>
<b>Total OPERATING FUND TO START 2022 Village Bank &amp; Trust Account</b>	<b>\$78,858.45</b>

*Unaudited numbers*

- Per the Net Asset Policy, the goal of the operating fund is to start the fiscal year with a balance equal to or greater than the first three months of operating expenses based on the previous three years of revenue and expense comparisons.
- Reviewing the FY 2019-2021 1<sup>st</sup> Quarter reports, SLSF's average income was \$139,336.97 and expenditures were \$41,714.50.
- Because the 1<sup>st</sup> Quarter is usually more than self-sustaining with the start of the fundraising events, SLSF is comfortable recommending to start FY 2022 with \$60,000.
- SLSF staff recommends transferring the remaining \$18,858.45 from the Operating Fund to the Restricted Reserve Fund (*after the audit*). *Per the Net Asset Policy, the Restricted Reserve Funds are dedicated for restricted funds that will be used for specific projects (budgeted or unbudgeted) that have been board approved. The Restricted Reserve Funds are secured through: grants received, the audited net income from the previous fiscal year or transfer of funds from Investments.*

<b>RESTRICTED RESERVE FUND as of 12/31/2021</b>	<b>\$253,479.95</b>
Transfer from Operating Fund	\$18,858.45
<b>Total RESTRICTED RESERVE FUND 2022</b>	<b>\$272,338.40</b>

*Unaudited numbers*

### **2022 Capital Expense Projects**

- In 2022, SLSF will be assisting with the construction costs for the 6<sup>th</sup> programming site at the Vogeley House at the Hoffman Estates Park District.
- SLSF will continue to submit grants and secure sponsorships to assist with the funds needed for this project.

Motion to approve the recommendation of transferring funds from the Operating Fund totaling \$18,858.45 to the Restricted Reserve Fund (Money Market Account) after the audit is completed as presented by staff.



## MARKETING & PR REPORT DECEMBER 2021

SLSF maximizes public outreach through a variety of endeavors. The following report highlights some of the recent marketing and public relations activities:

### PUBLICATION AND FLYERS

- Produced the “Year in Review” Video along with all day-of event signage for the Holiday Luncheon.
- Designed and mailed the SLSF Holiday Appeal Cards.
- Designed and mailed the invites for the Gold Metal Fashion Show.
- Redesigned and promoted materials for our PURSUIT Double Good Popcorn Competition/Fundraiser.
- Designed materials and marketed for our Kilwins fundraiser in Arlington Heights.

### DIGITAL MARKETING

- Modified and made public our SLSF 40 Video highlighting the history of NWSRA and SLSF.
- Continued to promote #SLSF40 through the end of 2021 on social.
- Produced and promoted a video highlighting sponsorship opportunities for the Gold Metal Fashion show.

### GENERAL MARKETING / IT

- Implemented a new platform for SLSF staff to use to submit marketing requests through. This platform, Hive, allows for a much improved workflow within the marketing department.
- Completed a large number of updates to Civi, primarily on the SLSF side. These updates inch us closer to the completion and full implementation of Civi. The SLSF team is currently navigating Civi and its functionality and will be sending Vitasys final requests in the coming weeks.
- Collected all agency iPads and implemented a Mobile Device Management Platform (MDM). This platform allows the agency to properly manage all aspects of these devices. This includes running updates, installing apps offering remote support and disabling them in the event a device becomes lost or stolen.

### IN PROGRESS

- Currently working to interview and film our Gold Metal Fashion Show Models and produce all video components for the GMFS.



## WEBSITE STATISTICS

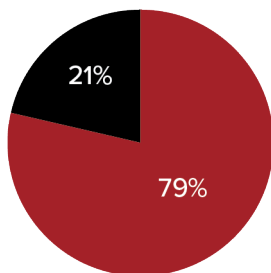
www.slsf.me

483

TOTAL PAGE VIEWS

245

TOTAL SESSIONS



■ New Visitor  
■ Returning Visitor

141 NEW VISITORS

## MOST VISITED PAGES

1. SLSF   Homepage	191
2. Gold Medal Fashion Show   SLSF	44
3. Sponsorship   SLSF	43
4. About   SLSF	42
5. Board of Directors   SLSF	33
6. Directors   SLSF	23
7. Meeting Information   SLSF	16
8. SLSF Team   SLSF	14
9. Celebrate Ability Gala   SLSF	9
10. Participant Stories   SLSF	8

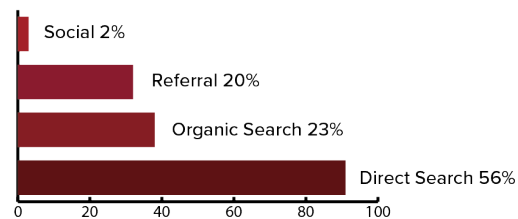
## PAGE VIEWS

## AVG. TIME SPENT

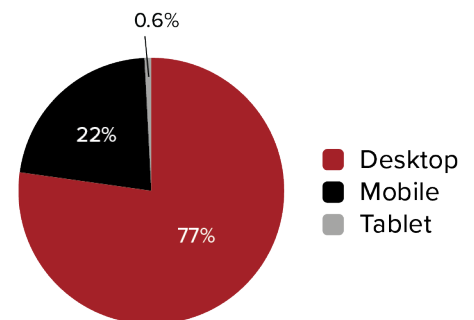
191	55 sec
44	5:24
43	2:25
42	1:40
33	1:59
23	10 sec
16	49 sec
14	2:03
9	1:01
8	1:12

## TOP CHANNELS

How people visit the website



## DEVICES BEING USED



■ Desktop  
■ Mobile  
■ Tablet

## SOCIAL MEDIA STATISTICS



People Reached: 1,249  
Total Page Follows: 1,598  
Post Engagements: 472



Post Impressions: 430  
People Reached: 88  
Total Followers: 133



Post Impressions: 59  
Total Followers: 34  
Page Views: 6

## TRENDING POSTS

- GMFS Interview Post
- Double Good Popcorn Fundraiser
- GMFS Sponsorship Video
- #SLSF40 Photo Contest Winners Post
- Kilwins Fundraiser for December



# **VII. Financial/ Investment Statements**

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**BENJAMIN F. EDWARDS & Co.**

INVESTMENTS for GENERATIONS

One North Brentwood Blvd., Suite 850

Saint Louis, MO 63105

314-726-1600

\* 0013054 03 AB 0.458 03 TR 00091 X108PA03 000000

SPECIAL LEISURE SERVICES  
FOUNDATION  
ATTN TRACEY CRAWFORD  
3000 CENTRAL RD STE 205  
ROLLING MDWS IL 60008-2551

**Your Financial Advisor Is:**

HANSON / FISHER / VANDERLUGT

(630)871-2673

November 1, 2021 - December 31, 2021

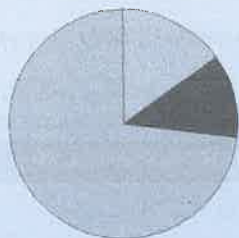
Account Number: ~~XXXXXXXX~~**Portfolio at a Glance**

	This Period	Year-to-Date
<b>BEGINNING ACCOUNT VALUE</b>	<b>\$1,291,174.42</b>	<b>\$1,160,525.08</b>
Dividends, Interest and Other Income	47,561.10	68,208.79
<b>Net Change in Portfolio<sup>1</sup></b>	<b>-33,626.71</b>	<b>76,374.94</b>
<b>ENDING ACCOUNT VALUE</b>	<b>\$1,305,108.81</b>	<b>\$1,305,108.81</b>
Estimated Annual Income	\$12,626.08	

<sup>1</sup> Net Change in Portfolio is the difference between the ending account value and beginning account value after activity.

**The Bank Deposits in your account are FDIC insured bank deposits.**

FDIC insured bank deposits are not securities and are not covered by the Securities Investor Protection Corporation (SIPC). These bank deposits are covered by the Federal Deposit Insurance Corporation (FDIC), up to allowable limits.

**Asset Summary**

Percent	Asset Type	Prior Year-End	Last Period	This Period
15%	Cash, Money Funds, and Bank Deposits	24,046.31	150,116.11	190,740.23
12%	Fixed Income	319,418.15	196,089.55	155,610.35
73%	Mutual Funds	817,060.62	944,968.76	958,758.23
<b>100%</b>	<b>Account Total (Pie Chart)</b>	<b>\$1,160,525.08</b>	<b>\$1,291,174.42</b>	<b>\$1,305,108.81</b>

Please review your allocation periodically with your Financial Advisor.



NORTHWEST SPECIAL RECREATION ASSOCIATION  
SPECIAL LEISURE SERVICES FOUNDATION

**ORGANIZATIONAL CASH OVERVIEW DECEMBER 31, 2021**

		<u>NWSRA</u>	<u>SLSF</u>	<u>TOTAL</u>
<b><u>WORKING CASH</u></b>				
	PETTY CASH	\$ 500	\$ 150	\$ 650
	BSN CHECKING (Village Bank & Trust)	364,984	215,761	580,745
	OPER/MMA (Village Bank & Trust)	2,181,434	253,480	2,434,914
	FLEX SPENDING CHECKING	2,754		2,754
	CASH BANKS	0	0	0
	TOTAL	<u>2,549,672</u>	<u>469,391</u>	<u>3,019,063</u>
<b><u>RESERVES: INVESTMENTS</u></b>				
	BF EDWARDS		1,305,109	1,305,109
	PFM Asset Management	1,284,183		1,284,183
	TOTAL	<u>1,284,183</u>	<u>1,305,109</u>	<u>2,589,292</u>
<b><u>RESERVES:</u></b>				
	<b><u>OPERATING</u></b>			
	MAX SAFE 1 (Village Bank & Trust)	1,981,165		1,981,165
	TOTAL	<u>1,981,165</u>		<u>1,981,165</u>
<b><u>TOTAL CASH &amp; RESERVES</u></b>				
	<b>December 31, 2021</b>	<u><u>\$ 5,815,020</u></u>	<u><u>\$ 1,774,500</u></u>	<u><u>\$ 7,589,520</u></u>
 <b><u>TOTAL CASH &amp; RESERVES</u></b>				
	<b>December 31, 2020</b>			
	CASH	\$ 2,497,190	\$ 323,391	\$ 2,820,581
	RESERVES - OPER	1,505,898		\$ 1,505,898
	RESERVES - CAP	474,467		\$ 474,467
	RESERVES - INVEST	1,275,674	1,160,525	\$ 2,436,199
		<u><u>\$ 5,753,229</u></u>	<u><u>\$ 1,483,917</u></u>	<u><u>\$ 7,237,145</u></u>

# SPECIAL LEISURE SERVICES FOUNDATION

## BUDGET VS ACTUAL - SUMMARY BY TYPE

TWELVE MONTHS ENDING DECEMBER 31, 2021

	<b>2021</b>			<b>2020</b>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>OVER (UNDER)</u>	<u>PRIOR YR ACTUAL</u>
<b><u>REVENUE</u></b>				
GRANTS	\$ 161,250	\$ 83,000	\$ 78,250	74,436
RESTRICTED FUNDRAISING	64,873	35,900	28,973	18,781
RESTRICTED DONATIONS	8,936	5,500	3,436	4,192
UNRESTRICTED FUNDRAISING	214,234	178,785	35,449	175,193
UNRESTRICTED DONATIONS	67,355	71,600	(4,245)	65,602
INVESTMENT TRANSFER	0	0	0	0
TOTAL REVENUE	516,649	374,785	141,864	338,205
<b><u>EXPENDITURES</u></b>				
ADMINISTRATION	34,066	37,800	(3,734)	24,813
RESTRICTED FUNDRAISING	11,423	7,900	3,523	4,053
UNRESTRICTED FUNDRAISING	64,966	67,365	(2,399)	59,279
GRANTS GIVEN	234,160	260,000	(25,840)	333,371
TOTAL EXPENSES	344,615	373,065	(28,450)	421,516
<b><u>OPERATING</u></b>				
EXCESS REVENUE (EXPENSES)	172,033	1,720	170,313	(83,312)
<b><u>INVESTMENT INCOME (LOSS) *</u></b>	143,784	500	143,284	124,103
<b><u>NET EXCESS REVENUE (EXPENSE)</u></b>	<u>\$ 315,818</u>	<u>\$ 2,220</u>	<u>\$ 313,598</u>	<u>\$ 40,792</u>

\* includes BF Edwards Investment Income and Interest Income from BAC account

SPECIAL LEISURE SERVICES FOUNDATION

BUDGET VS ACTUAL and CASH BALANCE

DECEMBER 31, 2021

(A) BUDGET VS ACTUAL				EXPENSES			EXCESS REVENUE (EXPENSE)		
MONTH	BUDGET	REVENUE ACTUAL	OVER (UNDER)	BUDGET	ACTUAL	OVER (UNDER)	BUDGET	ACTUAL	OVER (UNDER)
January	24,017	32,677	8,660	6,900	5,299	(1,601)	17,117	27,378	10,261
February	28,980	35,200	6,220	7,775	5,764	(2,011)	21,205	29,436	8,231
March	19,705	50,310	30,605	5,530	908	(4,622)	14,175	49,402	35,227
April	27,072	47,090	20,017	8,175	4,335	(3,840)	18,897	42,755	23,858
May	40,222	25,543	(14,679)	89,883	57,324	(32,559)	(49,661)	(31,781)	17,880
June	32,756	75,868	43,112	19,700	9,221	(10,479)	13,056	66,647	53,592
July	31,322	47,333	16,011	1,925	1,738	(187)	29,397	45,595	16,198
August	42,272	67,350	25,078	7,543	13,020	5,477	34,729	54,330	19,601
September	43,972	40,447	(3,525)	7,912	12,497	4,585	36,060	27,950	(8,110)
October	32,222	62,659	30,437	159,193	16,187	(143,006)	(126,971)	46,472	173,443
November	28,972	137,603	108,631	18,385	26,932	8,547	10,587	110,671	100,084
December	23,772	38,353	14,581	40,144	191,390	151,246	(16,372)	(153,037)	(136,666)
TOTAL YTD	375,285	660,433	285,148	373,065	344,615	(28,450)	2,220	315,818	313,598

(B) CASH BALANCE		BEGINNING OF	EXCESS REV.	NON-CASH	NON CASH	BALANCE SHEET	END OF
	MONTH	(EXP.) FOR MONTH	REVENUE	EXPENSES	TRANSACTIONS	MONTH	
January	1,485,353	27,378	0	0	70	1,512,801	
February	1,512,801	29,436	0	0	183	1,542,420	
March	1,542,420	49,402	0	0	525	1,592,346	
April	1,592,346	42,755	0	0	(175)	1,634,926	
May	1,634,926	(31,781)	0	0	0	1,603,145	
June	1,603,145	66,647	0	0	(33)	1,669,759	
July	1,669,759	45,595	0	0	(1,354)	1,714,000	
August	1,714,000	54,330	0	0	287	1,768,617	
September	1,768,617	27,950	0	0	169	1,796,736	
October	1,796,736	46,472	0	0	(3,140)	1,840,068	
November	1,840,068	110,671	0	2,000	0	1,952,739	
December	1,952,739	(153,037)	0	0	(24,819)	1,774,883	

## Special Leisure Services Foundation

## Balance Sheet

As of December 31, 2021

	<u>Dec 31, 21</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
10100 · Petty Cash	150.00
10300 · VB&T Checking	215,760.84
10800 · VB&T MMA	253,479.95
11300 · BENJAMIN EDWARDS	
11310 · Investments-Cash	190,740.23
11300 · BENJAMIN EDWARDS - Other	1,114,368.58
<b>Total 11300 · BENJAMIN EDWARDS</b>	<u>1,305,108.81</u>
11800 · Credit Card - American Express	-816.94
11810 · Credit Card - Discover	-449.45
11820 · Credit Card - MasterCard	708.86
11830 · Credit Card - Visa	-1,097.81
11840 · Credit Card - On-Line	2,038.61
<b>Total Checking/Savings</b>	<u>1,774,882.87</u>
<b>Other Current Assets</b>	
12200 · Event Deposits	5,259.63
12300 · ACCOUNTS RECEIVABLE-OTHER	27,209.53
12400 · Interest Receivable	1,246.57
<b>Total Other Current Assets</b>	<u>33,715.73</u>
<b>Total Current Assets</b>	<u>1,808,598.60</u>
<b>TOTAL ASSETS</b>	<u><b>1,808,598.60</b></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
21000 · Accounts Payable	3,326.46
<b>Total Accounts Payable</b>	<u>3,326.46</u>
<b>Other Current Liabilities</b>	
21200 · Deferred Revenue	-1,187.64
<b>Total Other Current Liabilities</b>	<u>-1,187.64</u>
<b>Total Current Liabilities</b>	<u>2,138.82</u>
<b>Total Liabilities</b>	<u>2,138.82</u>
<b>Equity</b>	
29000 · Retained Earnings	1,451,035.08
29200 · Net Assets-Temp. Restricted	39,607.05
Net Income	315,817.65
<b>Total Equity</b>	<u>1,806,459.78</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>1,808,598.60</b></u>



## FY 2021 4th Quarter SLSF Financial Report

Line Item #	Description	FY 2021 Budget	Jan - Dec 2021	% Change from Budget	Explanation
<b>Income</b>					
31110	Interest Income	500.00	33.60	6.7%	Below budget due to low interest rates.
31200	Grants Received	83,000.00	161,250.03	194.3%	Above budget due to grants received.
31205	Grant Reserves	-	-	0.0%	
31300	Restricted Fundraising	35,900.00	64,878.83	180.7%	Above budget due to an unbudgeted \$10,000 sponsorship for the Vogetei House and higher than budgeted sponsors and attendees for the restricted fundraising events.
31400	Restricted Donations	5,500.00	8,935.94	162.5%	Above budget due to restricted annual appeal donations.
32300	Unrestricted Fundraising	178,785.00	214,234.09	119.8%	Above budget due to higher than anticipated event registration and sponsorship.
32400	Unrestricted Donations	71,600.00	67,355.35	94.1%	Slightly below budget due to lower than usual unrestricted donations from the fourth quarter Annual Appeal.
32500	NWSRA Workshops	-	-	0.0%	
33700	Investment Transfer	-	-	0.0%	
	<b>Total - Income</b>	<b>375,285.00</b>	<b>516,687.84</b>		
	<b>Total Revenue</b>	<b>375,285.00</b>	<b>516,687.84</b>	<b>137.7%</b>	Above budget due to higher than expected event registration and sponsorship and approved grants received.
<b>Expense</b>					
<b>Administration</b>					
40100	Postage	3,500.00	5,201.00	148.6%	Higher than anticipated due to an increase in sponsorship mailings in the first three quarters.
40200	Office Expense	300.00	248.21	82.7%	On target as budgeted.
40250	Credit Card Fees	4,500.00	4,265.19	94.8%	On target as budgeted.
40300	Newsletter Printing	-	-	0.0%	
40400	Professional Memberships	3,000.00	2,662.50	88.8%	On target as budgeted.
40500	Education/Training	1,500.00	2,244.95	149.7%	Higher than anticipated due to pre-paying for the 2022 Nonprofit Storyteller Conference.
40600	Public Education/Information	17,500.00	12,877.91	73.6%	Lower than anticipated due to less networking meal costs.
40700	Printing	2,000.00	2,620.00	131.0%	Higher than anticipated due to printing the annual appeal.
40800	Professional Fees	5,500.00	3,946.00	71.7%	Lower than anticipated due to unused expenses budgeted for attorney costs.
41300	Restricted Fundraising	7,900.00	11,423.18	144.6%	Higher than anticipated due to the increased number of golfers attending the two restricted fundraising events. SLSF also budgeted conservatively for these events this year due to the uncertainty of the environment due to COVID-19.
42300	Unrestricted Fundraising	67,365.00	64,966.37	96.4%	Slightly below budget due to the Gold Medal Fashion show being virtual.
	<b>Subtotal</b>	<b>113,065.00</b>	<b>110,455.31</b>	<b>97.7%</b>	
<b>Grants Given</b>					
43100	NWSRA Lightning Athletes	18,000.00	18,000.00	100.0%	On target as budgeted.
43200	Accessible Vehicle Support	61,000.00	61,000.00	100.0%	On target as budgeted.
43300	Scholarships	40,000.00	40,000.00	100.0%	On target as budgeted.
43350	Misc Grants	26,000.00	-	0.0%	Below budget due to funds being carried over to FY2022 for Vogetei House.
43400	Inclusion	10,000.00	10,000.00	100.0%	On target as budgeted.
43500	General Program Support	105,000.00	105,000.00	100.0%	On target as budgeted.
43650	Capital Improvements	-	-	0.0%	
43700	RMCC Lease	-	-	0.0%	
	<b>Subtotal</b>	<b>260,000.00</b>	<b>234,000.00</b>	<b>90.0%</b>	
	<b>Total Expense</b>	<b>373,065.00</b>	<b>344,455.31</b>	<b>92.3%</b>	
	<b>Net Total</b>	<b>2,220.00</b>	<b>172,232.53</b>	<b>7758.2%</b>	

# VIII. Warrants

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**Special Leisure Services Foundation**  
**Warrant #12**  
**December 31, 2021**

Num	Name	Account	Amount
25572	VOID		
25575	BMO Harris Bank Mastercard	10300 · VB&T Checking	-40.27
		42380 · Supplies	39.49
		40250 · Credit Card fees	0.78
			40.27
25576	US Postal Service	10300 · VB&T Checking	-265.00
		40100 · Postage	265.00
			265.00
25577	BMO Harris Bank Mastercard	10300 · VB&T Checking	-1,803.95
		40600 · Public Education/Information	10.00
		40500 · Education/Training	208.95
		40500 · Education/Training	1,585.00
			1,803.95
25578	US Postal Service	10300 · VB&T Checking	-330.00
		40100 · Postage	330.00
			330.00
25579	VOID		
25580	NWSRA	10300 · VB&T Checking	-829.62
		40100 · Postage	829.62
			829.62
25581	BMO Harris Bank Mastercard	10300 · VB&T Checking	0.00
	VOID		0.00
25582	BMO Harris Bank Mastercard	10300 · VB&T Checking	0.00
	VOID		0.00
25583	BMO Harris Bank Mastercard	10300 · VB&T Checking	0.00
	VOID		0.00
25584	TPM Graphics, Inc.	10300 · VB&T Checking	-3,279.00
		42370 · Printing	1,732.00
		40700 · Printing	1,547.00
			3,279.00
25586	NWSRA	10300 · VB&T Checking	-208,875.43
		43100 · NWSRA Lightning Athletes	16,985.33
		43200 · Accessible Vehicle Support	12,135.00
		43300 · Scholarships	23,209.36
		43400 · Inclusion (ADA Compliance)	6,000.00
		43500 · General Program Support	11,780.29
		43100 · NWSRA Lightning Athletes	17,014.67
		43200 · Accessible Vehicle Support	64,002.18
		43300 · Scholarships	580.06
		43400 · Inclusion (ADA Compliance)	3,159.00
		43500 · General Program Support	54,009.54
			208,875.43
25587	TPM Graphics, Inc.	10300 · VB&T Checking	-459.00
		42370 · Printing	459.00
			459.00
Total for Warrant #12			215,882.27

Motion to approve Warrant #12 in the amount of \$ 215,882.27  
Covering check number 25572 to 25587 from Village Bank & Trust

**Special Leisure Services Foundation**  
**Warrant #1**  
**January 25, 2022**

Num	Name	Account	Amount
25585	Linda Mancini	10300 · VB&T Checking	-65.00
		32310 · Registration	65.00
			<u>65.00</u>
Total for Warrant #1			<u>65.00</u>

Motion to approve Warrant #1 in the amount of \$ 65.00

Covering check numbers 25585 through 25585 from Village Bank & Trust

# X. New Business

[Back to Home](#)

To: SLSF Board of Directors  
From: Tracey Crawford, SLSF President  
Re: 2022 Strategic Development Plan  
Date: January 19, 2022

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The SLSF team held their annual retreat on January 10, 2021 to evaluate 2021 goal status and to develop the 2022 SLSF Strategic Development Plan. The 2022 Strategic Development Plan was developed using the same Four Core Strategies. The SLSF team conducted a SOAR Analysis (Strengths, Opportunities, Aspirations, Results) to identify additional goals for 2022. This year's goals will focus on planned quarterly objectives to more easily track progress and identify areas for adjustment.

#### **Four Core Strategies**

**1. Core Strategy One: Community Engagement**

*Community engagement is the process of building relationships with community members who will work side-by-side with SLSF as an ongoing partner, in any and every way imaginable, building an army of support for SLSF's mission, with the end goal of making the community a better place to live.*

**2. Core Strategy Two: Marketing/Communication**

*A communications strategy is a customized plan to reach out to SLSF's stakeholders — including a mix of stakeholders, donors, media, recipients, and so on — through multiple channels. This is an active and engaged practice of helping stakeholders use or act upon the information SLSF provide.*

**3. Core Strategy Three: Improve Board Engagement**

*Taking time to ensure that each board member becomes personally invested and engaged in the mission of SLSF. Engaged board members will continue to be SLSF's best ambassadors, advocates, strategists, and all around supporters.*

**4. Core Strategy Four: Enhance Fundraising Vehicles/Methods**

*The particular form in which a fundraising program is organized and executed; for example, annual giving, events, capital campaign, or direct mail.*

**Motion to approve the 2022 Strategic Development Plan as presented by staff.**

# Special Leisure Services Foundation

## Actual vs Proposed Target Income Table

FY 2021-2023

Level of Giving	Level Includes	2021 SLSF Actual Income	Total Proposed for 2021	2022 SLSF Actual Income	Total Proposed for 2022	2023 SLSF Actual Income	Total Proposed for 2023
Individual Giving	Any income outside of Events and Foundations/Corporate Grants.	\$ 67,169.58	\$ 77,100.00	\$ -	\$ 80,000.00	\$ -	\$ 90,000.00
Events	In Person and Virtual Event income, Sponsorships, Event Donations, etc.	\$ 203,947.36	\$ 214,685.00	\$ -	\$ 230,000.00	\$ -	\$ 250,000.00
Foundations/Corporate Grants	Corporate Board Giving, submitted grants, matching grants (for Corporate Volunteer Hours)	\$ 150,224.23	\$ 83,000.00	\$ -	\$ 90,000.00	\$ -	\$ 100,000.00
<b>TOTALS:</b>		<b>\$ 421,340.59</b>	<b>\$ 374,785.00</b>	<b>\$ -</b>	<b>\$ 400,000.00</b>	<b>\$ -</b>	<b>\$ 440,000.00</b>

2021 Assumptions	2022 Assumptions	2023 Assumptions
<p>In 2021, SLSF anticipates minimal growth based on the economic uncertainty of a post-COVID world. SLSF will focus on sustaining current levels of giving while sustaining virtual events and returning to in-person event offerings by Summer. In addition, SLSF will re-establish relationships with lapsed donors, increase contact with current donors and develop new donors.</p>	<p>Individual Giving is based on an approximately 3% increase in donations, as SLSF implements the Event 10 and targeted donor programs. Events income is based on an approximately 8% increase, returning to pre-COVID (2019) levels. Foundations/Corporate Giving increase is based on solicitation of grant funding to fund building of Hoffman Estates programming space and specialty rooms, and Buffalo Grove specialty rooms.</p>	<p>Individual Giving is based on an approximately 12% increase due to the result of implementation of new processes in 2022. These efforts should help maintain relationships while bringing in new donors. Kevin's Club and tiers of giving opportunities to be fully developed by 2023. Events revenue is based on diversification and maximization of income for event offerings. Foundations/Corporate Giving to increase based on the development of new initiatives and specialty programming spaces.</p>

## Core Strategy 1: Community Engagement

### Strategy 1A. Increase outreach to new and existing Businesses and Corporations in NWSRA footprint

Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Build relationships with businesses and corporations within Hoffman Estates community and surrounding area to support new NWSRA programming space.	SLSF	Liz	Q1: Q2: Q3: Q4:		

### Strategy 1B. Increase outreach to new and existing individual donors in NWSRA footprint

Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Continue development of Event 10 program. Develop the "Did You Know" campaign to increase communication among individuals identified within the Event 10 program and Database 10 program	SLSF	Liz/Megan	Q1: Develop marketing materials for "Did You Know" Campaign. Q2: Q3: Q4:		
Superintendent of Development to examine database of existing donors	SLSF	Anne	Q1: Review donors from 2016-2021 Q2: Review donors from 2010-2015 Q3: Organize into categories Q4: Add to database for reporting		
Target PURSUIT, Inclusion families, STAR Academy families, Snoezelen Sensory Room, Day Camp families	SLSF/NWSRA Management Team	Liz	Q1: Choose groups to target for 2022 misc. fundraisers Q2: Q3: Q4:		



## Core Strategy 1: Community Engagement

Strategy 1C. Strengthen relationship with Booster Club to engage new families					
Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Redevelop Booster Club to align their goals with the overall direction of SLSF fundraising efforts	SLSF/ Superintendent of Recreation	Liz/Rachel	Q1: Q2: Q3: Q4:		
Identify fundraising efforts of the Booster Club and maximize revenue	SLSF/ Superintendent of Recreation	Liz/Rachel	Q1: Q2: Q3: Q4:		
Focus 1D. Identify collaborative opportunities with external organizations, corporations, groups and other entities					
Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Identify large companies and corporations that align with SLSF efforts.	SLSF	Anne	Q1: Create list of large corporations surrounding each programming site. Q2: Research company values and make list of those that align. Q3: Research grant opportunities from companies with aligned values, target 10 companies for payroll deductions/volunteering Q4: Assign projects to grant opportunities.		
Identify agencies, organizations, groups, and businesses that support community initiatives within the NWSRA footprint	SLSF	Liz	Q1: Update list of organizations surrounding each programming site. Q2: Research company values and make list of those that align. Q3: Target aligned organization for sponsorship, donation, and volunteer opportunities Q4: Adjust marketing based on feedback and expand targeted list.		
Focus 1E. Identify collaborative opportunities with external organizations, corporations, groups and other entities					
Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes

## Core Strategy 1: Community Engagement

Expand relationships with organizations and groups within the NWSRA footprint who have a special interest in Diversity, Equity, and Inclusion.	SLSF	Anne/Liz	<b>Q1:</b> Identify 5 entities near each of the 6 programming sites. <b>Q2:</b> Strategize partnerships, which groups to reach out to. <b>Q3:</b> Set meetings with at least 3 groups. <b>Q4:</b> Incorporate ideas from meetings into events and marketing.		
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Goal Carried over from the 2018-2020 Strategic Plan

## Core Strategy 2: Marketing/Communication

Strategy 2A. Create a Marketing Plan for each individual event				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop a marketing plan that identifies social media posts, electronic mail and other materials to be shared for each event	Marketing	Tom/Erika	Q1: Q2: Q3: Q4:	
Strategy 2B. Utilize target marketing to reach specific groups				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop target market groups and develop materials.	SLSF/Marketing	Tom/Erika	Q1: Define and identify 5 target market groups. Q2: Plan strategy for delivering targeted materials. Q3: Develop targeted materials for all groups. Q4: Implement targeted marketing.	
Include stories on the impact that donations make (from past donors)	SLSF/Marketing	Tom/Erika	Ongoing - collect quotes, photos, and videos of impact Q1: Include event follow up with photos and amount raised after events. Q2: Outline follow up to donors about impact donation made. Q3: Q4:	
Strategy 2C. Continue to develop brand identification for each event				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Ensure that individual brand identification ties in with overall SLSF event	SLSF/Marketing	Tom/Erika	Q1: Schedule per season filming/photo days at sites. Q2: Q3: Q4:	
Develop closing materials showing impact.	SLSF/Marketing	Tom/Erika	Q1: Schedule film times to capture impact of donations at programming sites. Add impact stories to event timelines. Q2: Implement after events. Q3: Implement after events Q4: Implement after events and analyze results.	
Strategy 2D. Develop a diversity statement that addresses diversity, equity, and inclusion				
Goal	Department	Point Person	Quarter Objective	Objective Completed

## Core Strategy 2: Marketing/Communication

Develop a diversity, equity, and inclusion statement.	SLSF/Marketing	Anne/Tom/Erika	<b>Q1:</b> Research established DEI statements and create outline. <b>Q2:</b> Review outline, edit based on what is important to NWSRA/SLSF community. <b>Q3:</b> Final draft, present to the board for edits. <b>Q4:</b> Approved DEI statement plan for adding to marketing and implementation.	
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Goal Carried over from the 2018-2020 Strategic Plan

## Core Strategy 3: Improve Board Engagement

Strategy 3A. Direct specific asks to Board Members				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Identify the specific areas of need, communicate the need, and provide clear deadline for when funds are needed	SLSF	Anne	<b>Q1:</b> Send monthly email to board about how to contribute to Q1 events. <b>Q2:</b> Send monthly email to board about how to contribute to Q2 events. <b>Q3:</b> Send monthly email to board about how to contribute to Q3 events. <b>Q4:</b> Send monthly email to board about how to contribute to Q4 events.	
Follow up with each Board Member to ensure that their individual Board commitment is met throughout the year	SLSF	Anne	<b>Q1:</b> Send previous year contributions and ask what they would like to help with in 2022. Schedule one-on-one meetings. <b>Q2:</b> <b>Q3:</b> Reach out to board members individually to foster engagement and revisit goals. <b>Q4:</b>	

## Core Strategy 3: Improve Board Engagement

### Strategy 3B. Ask Board to assist in marketing and outreach efforts

Goal	Department	Point Person	Objective Completed	Objective Completed
Revamp Board Ambassador Program and Materials.	SLSF/ Marketing	Anne/Tom	Q1: Q2: Q3: Q4:	
Provide more information to Board Members on upcoming endeavors.	SLSF	Anne/Tom	Q1: Q2: Q3: Q4:	

### Strategy 3C: Identify ways to engage the Board into the 40th Anniversary celebration

Goal	Department	Point Person	Quarter Objective	Objective Completed
Board member recruiting through a diversity, equity, and inclusion lense.	SLSF	Tracey/Anne	Q1: Research and development of DEI statement. Q2: Increased involvement in DEI oriented groups. Q3: Q4: Identiy 3-5 individuals to target for involvement (internal and external).	

Goal Carried over from the 2018-2020 Strategic Plan

## Core Strategy 4: Enhance Fundraising Vehicles/Methods

Strategy 4A: Build Major Gifts Program: Devote more time to personal cultivation of potential major donors, creating a robust moves management system, and updating donor messaging to be more personal and donor-centric, rather than transactional and organization-centric.				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop relationships with existing donors to increase their donation levels.	SLSF	Anne/Liz	Q1: Q2: Q3: Q4:	
Research and investigate new donors through various search engines, databases, Board Member contacts and existing relationships.	SLSF	Anne	Q1: Q2: Q3: Q4:	
Strategy 4B: Target donors through current direct mail (annual appeal) program: Bring program in line with industry standards, and experimenting with strategic prospect mailing to acquire new donors.				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Reach out to new potential donors through the Annual Appeal.	SLSF/Marketing	Anne/Tom	Q1: Analyze data from previous annual appeal approaches - identify best strategies already attempted. Q2: Spring Appeal - change mailing approach to increase response. Include online donation option. Q3: Analyze Spring Appeal response and past Holiday Appeal response. Adjust approach for Holiday Appeal. Q4: Holiday Appeal - change mailing approach to increase response. Include online donation option.	
Strategy 4C: 4. Create a planned giving program: Alert parents, grandparents, volunteers, and donors to the possibility of including SLSF in their legacy plans, while recognizing those that have already done so.				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Identify ways to enhance Planned Giving program	SLSF	Anne/Liz	Q1: Design Planned Giving portion of "In Memory Of" website. Q2: Written outline for Planned Giving Program. Q3: Q4:	
Create "In Memory Of" donations program	SLSF/Marketing	Liz/Tom	Q1: Q2: Q3: Q4:	

Goal Carried over from the 2018-2020 Strategic Plan

**To:** SLSF Board of Directors  
**From:** Tracey Crawford, Executive Director  
**Re:** Installation of New Board Member  
**Date:** January 25, 2022

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**Motion:**

A motion to approve the Installation New Board Member(s):

- A. Bret Fahnstrom, Executive Director River Trails Park District