



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

March 17, 2026
3:30 p.m. Regular Meeting
Park Central Board Room
3000 W. Central Road
Rolling Meadows, IL

AGENDA

- I. Call to Order
 - A. Roll Call

- II. Introductions
 - A. Guests
 - 1. Dave Hanson – Benjamin F. Edwards Investments
 - B. Future Trustees
 - 1. Ben Rea – Palatine Park District
 - 2. Diane Hilgers – Salt Creek Park District
 - 3. Paola Sprengel – Community Advocate

- III. Recognition of Board Members
 - A. Outgoing Board Member – Bret Fahnestrom
 - B. Outgoing Board Member – Christina Ferraro
 - C. Outgoing Board Member – Erika Strojinc
 - D. Outgoing Board Member – Johnathan Salk
 - E. Outgoing Board Member – Tom Perkins

- IV. Approval of Agenda

- V. Conflict of Interest

- VI. **Approval of Consent Agenda | Pages 3-23**
Motion to approve Consent Agenda items A through B.
 - A. Minutes December 16, 2025
 - B. SLSF Financial Reports
 - 1. December 2025
 - a. Income Statement
 - b. Monthly Account Snapshot
 - c. Warrant \$144,828.19
 - 2. January 2026
 - a. Income Statement
 - b. Monthly Account Snapshot
 - c. Warrant \$15,834.17

3. February 2026
 - a. Income Statement
 - b. Monthly Account Snapshot
 - c. Warrant \$13,398.45
- VII. Correspondence
 - A. Written
 - B. Oral
- VIII. **Staff Reports | Pages 24-54**
 - A. Year End Written Reports
 1. 2025 Grant Activity
 2. Events
 3. Sponsorship
 4. 2025 Donations
 - B. Program and Services Written Report
 - C. Communications and Technology Written Report
 - D. Human Resources Written Report
 - E. Fourth Quarter Finance Written Report
- IX. **Old Business | Pages 55-120**
 - A. Revised SLSF Board and Admin Manual
Motion to approve the revised SLSF Board and Admin Manual.
- X. **New Business | Pages 121-143**
 - A. Investment Presentation
 - B. SLSF/NWSRA Year in Review
 - C. Review of 2025 Foundation Goals
 - D. Review of 2026 Foundation Goals
 - E. 2026 NWSRA Grant Schedule
- XI. **Information/Action Items | Pages 144-147**
 - A. Installation of Trustees
Motion to approve new Trustees.
 1. 2026 Trustee Contact List
 - a. Ben Rea – Palatine Park District
 - b. Diane Hilgers – Salt Creek Park District
 - c. Paola Sprengel – Community Advocate
 - B. Appointment of Legal Counsel – Barber Law Offices, LLC
Motion to approve Legal Counsel – Barber Law Offices, LLC.
- XII. Comments
- XIII. Adjournment

Consent Agenda

[Return to Home](#)

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF TRUSTEES OF
THE SPECIAL LEISURE SERVICES FOUNDATION
HYBRID MEETING ON THE 16th OF DECEMBER 2025**

Chairman Gattuso called the meeting to order at 3:32 p.m.

Those present: Linda Ballantine, Al Crook, Bret Fahnstrom (arrived 3:36 p.m.), Christina Ferraro, Anthony Gattuso, Terri Oates, Rafal Piontkowski, Erika Strojinc, Nick Troy

Absent: Thomas Campone, Dennis Hanson, Jim Houser Jr., and Jonathan Salk

Also present were Victoria Gonzalez, Superintendent of Recreation; Anne Kiwala, Superintendent of Development; Tom Draper, Superintendent of Marketing and Communications; Megan O'Brien, Events Coordinator; Nick Eckelberry, Finance Manager; Liz Thomas, Foundation Manager; Sara Carey, Manager of Human Resources; Danielle Olson, Administrative Coordinator

Superintendent Kiwala noted that Andrea Griffin, Executive Director could not join for today's meeting due to personal happenings.

Introductions

Superintendent Kiwala introduced Danielle Olson who recently took on a new role as Administrative Coordinator.

Approval of Agenda for December 16, 2025

Chairman Gattuso requested a motion to approve the agenda for December 16, 2025. Trustee Ballantine made the motion, and Trustee Oates seconded the motion to approve the December 16, 2025 agenda. Upon voice vote, the motion carried.

Conflict of Interest

No conflicts of interest stated.

Approval of Consent Agenda

Chairman Gattuso requested a motion to approve the consent agenda including the minutes from the October 21, 2025, meeting and the SLSF Financial Reports. Trustee Oates noted that the October 21, 2025 minutes listed a 36 printer instead of a 3D printer under Marketing and Public Relations. Superintendent Kiwala agreed with the correction and stated that the minutes will be amended and brought to the board for approval. Trustee Oates made the motion to approve the SLSF Financial Reports, and Trustee Ballantine seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Al Crook, Christina Ferraro, Anthony Gattuso, Terri Oates, Rafal Piontkowski, Erika Strojinc, Nick Troy

NAY: None

The motion carried.

The amended SLSF board meeting minutes from October 21, 2025 were electronically sent to all trustees for approval on December 30, 2025. October amended minutes were approved by email vote.

Correspondence

Written:

None

Oral:

None

SLSF Reports

Third Quarter Reports

Goals

Superintendent Kiwala reported on the 2025 SLSF goals. Sharing that the future SLSF website will be included in the NWSRA website, allowing both entities to be linked together instead of separated as it currently stands. SLSF promoted to an array of NWSRA families by promoting golf outings and volunteer opportunities through NWSRA's newsletter and updating constant contact lists. SLSF will have new trustees joining the board in 2026. A new donor management system, Bloomerang, was launched with the Celebrate Ability Gala and will be used for the upcoming fashion show.

Grants

Superintendent Kiwala reported over \$152,000 in approved grant funding for this year, which is about \$18,000 over budget. This is due to having new grantors this year, including Ecolab, the John Marshall Family Foundation, the Rotary Club of Barrington, Edward and Wanda Jordan Foundation, and the Barrington Junior Women's Club. Over 100 grant applications were submitted in 2025. Beginning this Friday, all grant duties will be absorbed into the Superintendent of Development position and 25 to 30 grant applications will be submitted in 2026.

Budget Variance

Manager Eckelberry shared as of September 30th 98.3% of revenue has been collected for the year. Investments came in around \$167,000. Education and training are below budget at 24.43% due to not attending the nonprofit storyteller conference which was the largest item that previously made up this budget.

Celebrate Ability Gala

Coordinator O'Brien gave an overview of the Celebrate Ability Gala event, noting that over \$110,000 was raised this year, and net was about \$60,000. This marked the 45th gala. Sponsorship brought in just over \$47,000 with a total of 39 sponsors and 9 new sponsors this year.

Old Business

Conflict of Interest Policy and Annual Statement

Superintendent Kiwala reminded the board that the conflict of interest statements need to be signed and returned.

New Business

Appointment of Legal Counsel

Superintendent Kiwala announced the annual appointment for legal counsel, Robbins Schwartz Nicholas Lifton and Taylor Ltd. Chairman Gattuso asked for a motion to approve the appointment of Robbins Schwartz Nicholas Lifton and Taylor Ltd. as legal counsel. Trustee Strojinc made the motion, and Trustee Fahnstrom seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Al Crook, Bret Fahnstrom, Christina Ferraro, Anthony Gattuso, Terri Oates, Rafal Piontkowski, Erika Strojinc, Nick Troy

NAY: None

The motion carried.

Information/Action Items

FY 2025 PYE Budget Variance

Manager Eckelberry reported that PYE is expected for revenue to end around \$180,000 over budget, with net around \$220,000 for the year. Projecting to come in about \$146,000 over budget compared to last year. Last year's budget included only interest with the bank accounts and minimal investing gains. Therefore, mutual funds performing well, pushed SLSF over with investments. A long-term CD reached maturation, which boosted investment gains as well. Superintendent Kiwala provided an update on donations and grants for the year. Manager Eckelberry reported on expenses, highlighting postage coming in around \$2,900 under budget, credit card and bank fees coming in around \$2,800 under budget, printing coming in around \$2,200 under budget. Professional fees coming in around \$840 over budget due to an audit fee. Superintendent Kiwala reported on fundraising expenses, supplies, scholarships, and capital for the Wheeling greenhouse.

FY 2026 Line-Item Descriptions/Justifications

Manager Eckelberry explained that lower interest rates are expected, reflecting lower budgeting for investments. Superintendent Kiwala reported donations are being budgeted lower due to anticipating a decrease in memorial donations. Grant revenue will stay in line with 2025 with the hope of submitting applications to township Mental Health Boards. Fundraising revenue increased due to processing fees with the new Bloomerang system. Manager Eckelberry explained an increase for the marketing line in administrative expenses due to the redesign of the SLSF website and funds for the bus logos. Office contractors will be renamed and reflected in the income statements for March, becoming the part-time staff reimbursement line next year due to no longer having a grant contractor. Superintendent Kiwala reported on fundraising expenses,

including gifts and prizes, and reviewed grants. No large capital projects or expenditures are planned for 2026.

Proposed Budget FY 2026

Chairman Gattuso asked for a motion to approve the FY 2026 proposed budget. Trustee Oates made the motion, and Trustee Ballantine seconded the motion. Upon roll being called, the vote was as follows:

AYA: Linda Ballantine, Al Crook, Bret Fahnstrom, Christina Ferraro, Anthony Gattuso, Terri Oates, Rafal Piontkowski, Erika Strojinc, Nick Troy

NAY: None

The motion carried.

Board Admin Manual Updates

Superintendent Kiwala highlighted some of the updates that were made to the SLSF board and admin manual, including the whistleblower policy, document retention policy, gift acceptance policy, and donor privacy policy. All updates are recommended by the Association of Fundraising Professionals and are asked when completing grant applications. The trustee process has been updated to include that NWSRA directors will not occupy more than three seats, including the organizational secretary and treasurer. Instead of a rotation, every year at the November NWSRA board meeting, they will decide who is interested in serving on the SLSF board. If there are more interested parties than seats available, those nominees will attend the December SLSF board meeting and trustees will vote from those candidates who have nominated themselves for a 2-year term. The executive committee and investment committee were removed due to the same information being reiterated to the board during regular board meetings. The annual commitment form has been updated to include a monetary amount. After the investment policy is updated, the manual will be sent to legal counsel for review and will be included at the March board meeting to vote on the approval of the new manual. Trustee Troy commented on the inclusion of the DEI statement. Superintendent Kiwala stated that the statement was recently added as a lot of grants were requiring a DEI statement to be included.

SLSF/NWSRA Member Park District 2026 Sponsorship

Superintendent Gonzalez reviewed the 2025 sponsorship, which included Prospect Heights for National Night Out, Rolling Meadows for Back to School Bash, Inverness for Family Fall Fest, Hanover Park for Trunk or Treat, Hoffman Estates for Winter Fest, and South Barrington for Santa's Workshop. The partners for 2026 includes Arlington Heights, Bartlett, Mount Prospect, Palatine, River Trails, and Wheeling.

2026 SLSF Event Schedule

Coordinator O'Brien reviewed the 2026 SLSF event schedule highlighting the name change for golf outings to golf classics, along with the date and location changes to a couple of events. Coordinator O'Brien reminded the board that the fashion show is the next upcoming event for SLSF.

Golf Agreements

Superintendent Kiwala shared the informational memo regarding all updates that were made to the golf agreements. Committees have been made aware and have received a first draft of the updated agreements, before it is finalized.

NWSRA December 2025 Grant Funds

Superintendent Gonzalez reviewed the grant memo outlining the final three transfers of funds, totaling \$95,653.40. The following breakdown was shared: Athletics was around \$4,000, Transportation \$4,200, Scholarships \$34,763, Inclusion \$32,000, and General Programs \$20,000.

SLSF Service for NWSRA Directors

Superintendent Kiwala shared the updates for the NWSRA Board of Directors serving on the SLSF Board. Two seats can be occupied, plus one seat for the organizational treasurer and secretary. The nomination process was outlined along with the appointment timeline. Trustee Strojinc, Ferraro, and Fahnstrom have completed their term and Ben Rea, Palatine Park District and Diane Hilgers, Salt Creek Park District will serve on the board beginning in 2026.

Comments

Trustee Fahnstrom thanked the board and staff for everything they do for SLSF and shared his appreciation for his time on the board. Chairman Gattuso thanked the outgoing trustees and congratulated the SLSF team on a successful 2025.

Adjournment

Being no further business to come before the board, Chairman Gattuso called for a motion to adjourn the meeting at 4:20 p.m. Trustee Oates made the motion and Trustee Strojinc seconded the motion to adjourn. Upon voice vote, the motion carried.

Secretary

Special Leisure Services Foundation
Revenue and Expense (Income Statement)
For 12/31/2025

	Y-T-D Actual	Y-T-D Budget	Variance	Percent of Budget
Revenues				
Investment Income				
400101 Unrealized Gain (Loss)-BF Edw	154,549.06	0.00	154,549.06	0.00%
400103 Bank Interest Income	43,122.66	6,624.35	36,498.31	650.97%
400104 Investment Income -BF Edw - Other	15,517.13	26,070.50	(10,553.37)	59.52%
Total Investment Income	213,188.85	32,694.85	180,494.00	652.06%
Grants				
500101 Township	21,999.97	24,000.00	(2,000.03)	91.67%
500102 Private Foundations	133,398.00	106,000.00	27,398.00	125.85%
500103 Public Foundations	0.00	0.00	0.00	0.00%
500104 Grants Other	0.00	0.00	0.00	0.00%
Total Grants	155,397.97	130,000.00	25,397.97	119.54%
FundRaising Revenue				
600101 Registration	133,844.26	156,260.00	(22,415.74)	85.65%
600102 Raffle Tickets	29,339.69	29,900.00	(560.31)	98.13%
600103 Sponsors	183,092.81	178,000.00	5,092.81	102.86%
600104 Auctions	55,177.20	41,100.00	14,077.20	134.25%
600105 Contests	48,721.50	41,625.00	7,096.50	117.05%
600106 Development	0.00	5,000.00	(5,000.00)	0.00%
600107 Booster Club	1,136.50	1,400.00	(263.50)	81.18%
Total Fund Raising Revenue	451,311.96	453,285.00	(1,973.04)	99.56%
Donations				
700101 Memorial Donations	13,542.51	3,000.00	10,542.51	451.42%
700102 General Donations	117,722.92	65,500.00	52,222.92	179.73%
700103 Annual Appeal	6,881.32	16,500.00	(9,618.68)	41.70%
Total Donations	138,146.75	85,000.00	53,146.75	162.53%
Total Revenues	958,045.53	700,979.85	257,065.68	136.67%
Expenses				
Administration				
800101 Postage	2,430.18	5,500.00	3,069.82	44.19%
800102 Office/ Equipment Expense	17,047.98	16,973.00	(74.98)	100.44%
800103 Credit Card fees	5,795.52	5,500.00	(295.52)	105.37%
800104 Professional Memberships	6,567.87	8,833.50	2,265.63	74.35%
800105 Education/Training	725.90	2,971.00	2,245.10	24.43%
800106 Public Education/Information	15,171.06	15,060.00	(111.06)	100.74%
800107 Printing	1,246.00	4,500.00	3,254.00	27.69%
800108 Professional Fees	10,065.67	9,275.00	(790.67)	108.52%
800109 Marketing	594.26	1,100.00	505.74	54.02%
800110 Kevin's Club	1,727.44	3,080.00	1,352.56	56.09%
800111 Office Contractors	40,642.65	42,000.00	1,357.35	96.77%
800112 Miscellaneous Expense	383.64	0.00	(383.64)	0.00%
Total Administration	102,398.17	114,792.50	12,394.33	89.20%
Fundraising Expenses				
800202 Food	104,525.06	110,190.49	5,665.43	94.86%
800203 Gifts	4,773.02	8,276.00	3,502.98	57.67%
800204 Recognition	36,544.62	34,531.13	(2,013.49)	105.83%
800205 Prizes	3,870.00	4,250.00	380.00	91.06%
800207 Printing	6,738.00	8,050.00	1,312.00	83.70%
800208 Supplies	28,199.47	42,004.00	13,804.53	67.14%
800209 Booster Club	1,142.01	1,400.00	257.99	81.57%
Total Fundraising Expenses	185,792.18	208,701.62	22,909.44	89.02%
Grants Given				
51 900101 Transportation	90,000.00	90,000.00	0.00	100.00%
52 900101 Scholarships	91,095.78	72,500.00	(18,595.78)	125.65%
53 900101 Inclusion	38,943.91	51,404.96	12,461.05	75.76%
54 900101 Athletics	68,750.00	68,750.00	0.00	100.00%
55 900101 General Programs	69,090.58	67,345.04	(1,745.54)	102.59%
Total Grants Given	357,880.27	350,000.00	(7,880.27)	102.25%
Capital Projects				

Special Leisure Services Foundation
Revenue and Expense (Income Statement)
For 12/31/2025

	Y-T-D Actual	Y-T-D Budget	Variance	Percent of Budget
900201 0701 Capital Projects - Accessible Greenhouse	10,245.32	12,000.00	1,754.68	85.38%
900201 0702 Capital Projects - Music Room	5,813.78	12,099.19	6,285.41	48.05%
900201 0703 Capital Projects - Buffalo Grove Media Room	50,000.00	50,000.00	0.00	100.00%
Total Capital Projects	66,059.10	74,099.19	8,040.09	89.15%
Total Expenses	712,129.72	747,593.31	35,463.59	95.26%
Excess Revenue Over (Under) Expenditures	245,915.81	(46,613.46)	292,529.27	527.56%

SPECIAL LEISURE SERVICES FOUNDATION

MONTHLY ACCOUNT SNAPSHOT AS OF December 31, 2025

	<u>SLSF</u>
Working Cash	
Petty Cash	\$ 150.00
Village Bank & Trust	
Operating	\$ 103,890.69
Reserve / Project	\$ 83,092.80
	<u>\$ 187,133.49</u>
Benjamin F. Edwards & Co.	
Benjamin F. Edwards & Co.	\$ 1,638,375.55
TOTAL CASH & RESERVES	
December 31, 2025	<u><u>\$ 1,825,509.04</u></u>

**Special Leisure Services Foundation
Check Listing with Accounting Distribution**

<u>Check Number</u>	<u>Date</u>	<u>Transaction Description</u>	<u>Account</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
0	12/02/2025	[QGiv] QGiv - Qgiv fees	30 50 800103 0700	Credit Card fees	2104.73	2,104.73
25893	12/05/2025	[NWSRA] NWSRA - Grant contractor reimbursement November 2025	30 50 800111 0700	Office Contractors	3191.33	3,191.33
25894	12/05/2025	[Tim Cicero] Tim Cicero - Kevin Spirit award engraving	30 50 800102 0700	Office/ Equipment Expense	100	100.00
0	12/11/2025	[QGiv] QGiv - December auction package charge	30 50 800208 0650	Supplies - Celebrate Ability G	259	259.00
25895	12/12/2025	[NWSRA] NWSRA - Reimbursement for postage expense for annual appeal mailing	30 50 800101 0700	Postage	49	49.00
12152025	12/15/2025	November 2025 P cards	10 20 200104 0000	BMO Credit Cards	36692.79	36,692.79
	12/16/2025	Service Charge	30 50 800103 0700	Credit Card fees	44.26	44.26
25896	12/22/2025	[DuPage Tents & Events] DuPage Tents & Events - Tents, tables, and chairs for 2026 event	10 10 100110 0000	Prepaid Expenses	2850	2,850.00
25897	12/22/2025	[Matthew McClure] Matthew McClure - Reimbursement for double payment of sponsorship	30 50 700102 0700	General Donations - Unrestrict	937.5	937.50
25898	12/22/2025	[NWSRA] NWSRA - December grant to NWSRA	10 51 900101 0700 10 52 900101 0700 10 53 900101 0700 10 54 900101 0700 10 55 900101 0700	Transportation Scholarships Inclusion Athletics General Programs	4290.40 34763.90 32102.71 4034.46 20461.93	95,653.40
25899	12/22/2025	[1617] Elizabeth Thomas - Prizes for GMFS	10 10 100110 0000	Prepaid Expenses	76.18	76.18
25900	12/22/2025	[TPM Graphics, Inc.] TPM Graphics, Inc. - Event date cards and GMFS invitations	10 10 100110 0000 30 50 800109 0700	Prepaid Expenses Marketing	2710.00 160.00	2,870.00
Total of All Expenses December 2025						144,828.19

Motion to approve December 2025 Warrant in the amount of \$144,828.19.

Vendor	Expense Account Title	Account	Amount
Rep's Place	Public Education/Information	30 50 800106 0700	\$ 178.70
32Auctions	Public Education/Information	30 50 800106 0700	\$ 130.00
Buffalo Grove Rotary	Professional Memberships	30 50 800104 0700	\$ 262.50
Hoffman Estates Chamber	Professional Memberships	30 50 800104 0700	\$ 345.00
Schaumburg Business Association	Public Education/Information	30 50 800106 0700	\$ 10.00
Chevy Chase	Food - Celebrate Ability Gala	30 50 800202 0650	\$ 14,000.00
Chevy Chase	Food - Celebrate Ability Gala	30 50 800202 0650	\$ (700.00)
Coco & Blu	Public Education/Information	30 50 800106 0700	\$ 28.38
Tap House	Public Education/Information	30 50 800106 0700	\$ 25.46
GOA	Public Education/Information	30 50 800106 0700	\$ 10.00
PAL chamber	Public Education/Information	30 50 800106 0700	\$ 10.00
Amazon	Public Education/Information	30 50 800106 0700	\$ 49.98
Chevy Chase	Food - Celebrate Ability Gala	30 50 800202 0650	\$ 8,860.45
Annies	Professional Memberships	30 50 800104 0700	\$ 16.65
Amazon	Kevin's Club	30 50 800110 0700	\$ 20.97
William Sonoma	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 7.24
Village Networking	Public Education/Information	30 50 800106 0700	\$ 30.00
GOA Regional	Public Education/Information	30 50 800106 0700	\$ 35.00
CheddarUp	Public Education/Information	30 50 800106 0700	\$ 32.22
CVS	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 79.42
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 5.35
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 15.49
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 15.49
CVS	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 6.35
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 15.92
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 47.86
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 50.97
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 45.46
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 74.76
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 99.00
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 37.99
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 8.55
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 19.99
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ 209.97
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 51.70
Jewel Osco	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 177.41
Inspire Through Flowers	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 313.47
Amazon	Booster Club	20 56 800209 0100	\$ 306.52
Nino's Pizzeria	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 168.58
Giftly	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 34.00
Giftly	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 139.00
BoomFrog	Prepaid Expenses	10 10 100110 0000	\$ 500.00
Illinois Secretary of State	Professional Fees	30 50 800108 0700	\$ 14.00
BoomFrog	Prepaid Expenses	10 10 100110 0000	\$ 500.00
Mt. Prospect Park District	Office/ Equipment Expense	30 50 800102 0700	\$ 90.00
Amazon	Office/ Equipment Expense	30 50 800102 0700	\$ (99.00)
MelonInk	Kevin's Club	30 50 800110 0700	\$ 450.00
Spotify	Office/ Equipment Expense	30 50 800102 0700	\$ 11.99
Tuscan Market & Wine	Public Education/Information	30 50 800106 0700	\$ 50.00
Chevy Chase	Food - Celebrate Ability Gala	30 50 800202 0650	\$ 9,900.00
Total SLSF Credit Cards November 2025			\$ 36,692.79

Special Leisure Services Foundation
Revenue and Expense (Income Statement)
For 1/31/2026

	Y-T-D Actual	Y-T-D Budget	Variance	Percent of Budget
Revenues				
Investment Income				
400101 Unrealized Gain (Loss)-BF Edw	36,150.12	94,000.00	(57,849.88)	38.46%
400103 Bank Interest Income	1,463.37	33,000.00	(31,536.63)	4.43%
400104 Investment Income -BF Edw - Other	164.90	7,500.00	(7,335.10)	2.20%
Total Investment Income	37,778.39	134,500.00	(96,721.61)	28.09%
Grants				
500101 Township	2,000.00	37,000.00	(35,000.00)	5.41%
500102 Private Foundations	7,500.00	103,000.00	(95,500.00)	7.28%
500103 Public Foundations	0.00	0.00	0.00	0.00%
500104 Grants Other	0.00	0.00	0.00	0.00%
Total Grants	9,500.00	140,000.00	(130,500.00)	6.79%
FundRaising Revenue				
600101 Registration	16,679.70	149,962.63	(133,282.93)	11.12%
600102 Raffle Tickets	274.85	25,112.50	(24,837.65)	1.09%
600103 Sponsors	22,700.35	182,450.00	(159,749.65)	12.44%
600104 Auctions	0.00	44,690.00	(44,690.00)	0.00%
600105 Contests	484.50	50,152.50	(49,668.00)	0.97%
600106 Development	0.00	0.00	0.00	0.00%
600107 Booster Club	0.00	1,100.00	(1,100.00)	0.00%
Total Fund Raising Revenue	40,139.40	453,467.63	(413,328.23)	8.85%
Donations				
700101 Memorial Donations	325.00	5,125.00	(4,800.00)	6.34%
700102 General Donations	7,336.33	69,325.00	(61,988.67)	10.58%
700103 Annual Appeal	203.37	7,175.00	(6,971.63)	2.83%
Total Donations	7,864.70	81,625.00	(73,760.30)	9.64%
Total Revenues	95,282.49	809,592.63	(714,310.14)	11.77%
Expenses				
Administration				
800101 Postage	0.00	1,650.00	1,650.00	0.00%
800102 Office/ Equipment Expense	661.54	19,980.00	19,318.46	3.31%
800103 Credit Card fees	278.51	1,875.00	1,596.49	14.85%
800104 Professional Memberships	1,157.50	9,058.24	7,900.74	12.78%
800105 Education/Training	0.00	45.00	45.00	0.00%
800106 Public Education/Information	716.15	13,760.00	13,043.85	5.20%
800107 Printing	0.00	400.00	400.00	0.00%
800108 Professional Fees	0.00	10,443.00	10,443.00	0.00%
800109 Marketing	156.05	3,170.00	3,013.95	4.92%
800110 Kevin's Club	0.00	2,550.00	2,550.00	0.00%
800111 Office Contractors	0.00	9,500.00	9,500.00	0.00%
Total Administration	2,969.75	72,431.24	69,461.49	4.10%
Fundraising Expenses				
800202 Food	2,000.00	104,781.05	102,781.05	1.91%
800203 Gifts	0.00	8,340.00	8,340.00	0.00%
800204 Recognition	0.00	32,266.70	32,266.70	0.00%
800205 Prizes	0.00	11,350.00	11,350.00	0.00%
800207 Printing	3,018.74	6,900.00	3,881.26	43.75%
800208 Supplies	10,074.82	50,251.63	40,176.81	20.05%
800209 Booster Club	0.00	2,000.00	2,000.00	0.00%
Total Fundraising Expenses	15,093.56	215,889.38	200,795.82	6.99%
Grants Given				
51 900101 Transportation	0.00	105,000.00	105,000.00	0.00%
52 900101 Scholarships	0.00	70,000.00	70,000.00	0.00%
53 900101 Inclusion	0.00	47,600.00	47,600.00	0.00%
54 900101 Athletics	0.00	24,300.00	24,300.00	0.00%
55 900101 General Programs	0.00	153,100.00	153,100.00	0.00%
Total Grants Given	0.00	400,000.00	400,000.00	0.00%
Capital Projects				

Special Leisure Services Foundation
Revenue and Expense (Income Statement)
For 1/31/2026

	Y-T-D Actual	Y-T-D Budget	Variance	Percent of Budget
Total Expenses	<u>18,063.31</u>	<u>688,320.62</u>	<u>670,257.31</u>	<u>2.62%</u>
Excess Revenue Over (Under) Expenditures	<u>77,219.18</u>	<u>121,272.01</u>	<u>(44,052.83)</u>	<u>63.67%</u>

SPECIAL LEISURE SERVICES FOUNDATION

MONTHLY ACCOUNT SNAPSHOT AS OF January 31, 2026

Working Cash		<u>SLSF</u>
Petty Cash	\$	150.00
Village Bank & Trust		
Operating	\$	130,112.87
Reserve / Project	\$	<u>81,709.89</u>
	\$	<u>211,972.76</u>
Benjamin F. Edwards & Co.		
Benjamin F. Edwards & Co.	\$	1,676,001.79
TOTAL CASH & RESERVES		
January 31, 2026		<u><u>\$ 1,887,974.55</u></u>

**Special Leisure Services Foundation
Check Listing with Accounting Distribution**

<u>Check Number</u>	<u>Date</u>	<u>Transaction Description</u>	<u>Account</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
0	1/05/2026	[QGiv] QGiv - Qgiv fees	30 50 800103 0700	Credit Card fees	240.08	302.20
			30 50 800208 0670	Supplies - Fashion Show	62.12	
25901	1/09/2026	[C. Chiodo Incorporated] C. Chiodo Incorporated - November and December haircut sponsorships	10 20 200105 0000	Sponsorship Liability	89	89.00
25902	1/09/2026	[Hail Hail Auction] Hail Hail Auction - Auctioneer deposit for 2026 gala	30 50 800208 0650	Supplies - Celebrate Ability G	1000	1,000.00
25903	1/09/2026	[NWSRA] NWSRA - Invoices 01-0022, 01022026	10 20 200101 0000	Accounts Payable	2935.33	3,494.32
			30 50 800102 0700	Office/ Equipment Expense	558.99	
1152026	1/15/2026	December 2025 P cards	10 20 200104 0000	BMO Credit Cards	7729.47	7,729.47
	1/16/2026	Service Charge	30 50 800103 0700	Credit Card fees	38.43	38.43
25904	1/19/2026	[NWSRA] NWSRA - Invoices 01082026, 01132026-GMFS, 01132026	10 20 200101 0000	Accounts Payable	1600.77	1,909.51
			30 50 800206 0670	Postage - Fashion Show	308.74	
25905	1/27/2026	[Buffalo Grove Park District] Buffalo Grove Park District - Best of the Best award dinner	10 20 200101 0000	Accounts Payable	1190	1,190.00
25906	1/27/2026	[Tom Draper] Tom Draper - Reimbursement to TD for wood for Kevin plaque	10 20 200101 0000	Accounts Payable	81.24	81.24
Total of All Expenses January 2026						15,834.17

Motion to approve January 2026 Warrant in the amount of \$15,834.17.

Vendor	Expense Account Title	Account	Amount
GOA	Public Education/Information	30 50 800106 0700	\$ 190.00
Rotary Cub of Sch/HE	Professional Memberships	30 50 800104 0700	\$ 105.00
Annie's	Professional Memberships	30 50 800104 0700	\$ 16.65
Tap House	Public Education/Information	30 50 800106 0700	\$ 25.46
Amazon	Supplies - Celebrate Ability Gala	30 50 800208 0650	\$ 10.74
Amazon	Public Education/Information	30 50 800106 0700	\$ 59.70
Amazon	Public Education/Information	30 50 800106 0700	\$ 75.03
Amazon	Prepaid Expenses	10 10 100110 0000	\$ 23.82
Amazon	Prepaid Expenses	10 10 100110 0000	\$ 16.56
Crown Trophy	Public Education/Information	30 50 800106 0700	\$ 41.50
Amazon	Prepaid Expenses	10 10 100110 0000	\$ 42.56
Moretti's	Public Education/Information	30 50 800106 0700	\$ 25.00
Walmart	Public Education/Information	30 50 800106 0700	\$ 104.26
Moretti's	Public Education/Information	30 50 800106 0700	\$ (1.00)
Villa Olivia	Public Education/Information	30 50 800106 0700	\$ 4,460.58
Amazon	Public Education/Information	30 50 800106 0700	\$ 39.98
Amazon	Public Education/Information	30 50 800106 0700	\$ 53.98
CheddarUp	Public Education/Information	30 50 800106 0700	\$ 32.22
Villa Olivia	Public Education/Information	30 50 800106 0700	\$ 51.96
Tap House	Public Education/Information	30 50 800106 0700	\$ 125.35
Coco & Blu	Public Education/Information	30 50 800106 0700	\$ 28.23
Panda Drum	Capital Projects - Music Room	10 80 900201 0702	\$ 264.52
Guitar Center	Capital Projects - Music Room	10 80 900201 0702	\$ 77.15
Guitar Center	Capital Projects - Music Room	10 80 900201 0702	\$ 610.75
Schaumburg Business Association	Public Education/Information	30 50 800106 0700	\$ 74.00
Amazon	Booster Club	20 56 800209 0100	\$ 126.99
Home Depot	Office/Equipment Expense	30 50 800102 0700	\$ 40.72
Tap House	Public Education/Information	30 50 800106 0700	\$ 1,007.76
Total SLSF Credit Cards December 2025			\$ 7,729.47

Special Leisure Services Foundation
Revenue and Expense (Income Statement)
For 2/28/2026

	Y-T-D Actual	Y-T-D Budget	Variance	Percent of Budget
Revenues				
Investment Income				
400101 Unrealized Gain (Loss)-BF Edw	54,170.37	94,000.00	(39,829.63)	57.63%
400103 Bank Interest Income	2,511.10	33,000.00	(30,488.90)	7.61%
400104 Investment Income -BF Edw - Other	164.90	7,500.00	(7,335.10)	2.20%
Total Investment Income	56,846.37	134,500.00	(77,653.63)	42.26%
Grants				
500101 Township	2,666.66	37,000.00	(34,333.34)	7.21%
500102 Private Foundations	7,500.00	103,000.00	(95,500.00)	7.28%
500103 Public Foundations	0.00	0.00	0.00	0.00%
500104 Grants Other	0.00	0.00	0.00	0.00%
Total Grants	10,166.66	140,000.00	(129,833.34)	7.26%
FundRaising Revenue				
600101 Registration	25,195.50	149,962.63	(124,767.13)	16.80%
600102 Raffle Tickets	12,544.58	25,112.50	(12,567.92)	49.95%
600103 Sponsors	31,250.35	182,450.00	(151,199.65)	17.13%
600104 Auctions	7,870.00	44,690.00	(36,820.00)	17.61%
600105 Contests	2,332.13	50,152.50	(47,820.37)	4.65%
600106 Development	0.00	0.00	0.00	0.00%
600107 Booster Club	0.00	1,100.00	(1,100.00)	0.00%
Total Fund Raising Revenue	79,192.56	453,467.63	(374,275.07)	17.46%
Donations				
700101 Memorial Donations	2,648.11	5,125.00	(2,476.89)	51.67%
700102 General Donations	51,375.18	69,325.00	(17,949.82)	74.11%
700103 Annual Appeal	203.37	7,175.00	(6,971.63)	2.83%
Total Donations	54,226.66	81,625.00	(27,398.34)	66.43%
Total Revenues	200,432.25	809,592.63	(609,160.38)	24.76%
Expenses				
Administration				
800101 Postage	0.00	1,650.00	1,650.00	0.00%
800102 Office/ Equipment Expense	676.54	19,980.00	19,303.46	3.39%
800103 Credit Card fees	415.54	1,875.00	1,459.46	22.16%
800104 Professional Memberships	1,157.50	9,058.24	7,900.74	12.78%
800105 Education/Training	0.00	45.00	45.00	0.00%
800106 Public Education/Information	716.15	13,760.00	13,043.85	5.20%
800107 Printing	0.00	400.00	400.00	0.00%
800108 Professional Fees	0.00	10,443.00	10,443.00	0.00%
800109 Marketing	1,776.05	3,170.00	1,393.95	56.03%
800110 Kevin's Club	0.00	2,550.00	2,550.00	0.00%
800111 Office Contractors	277.86	9,500.00	9,222.14	2.92%
Total Administration	5,019.64	72,431.24	67,411.60	6.93%
Fundraising Expenses				
800202 Food	2,000.00	104,781.05	102,781.05	1.91%
800203 Gifts	0.00	8,340.00	8,340.00	0.00%
800204 Recognition	0.00	32,266.70	32,266.70	0.00%
800205 Prizes	1,480.00	11,350.00	9,870.00	13.04%
800207 Printing	3,018.74	6,900.00	3,881.26	43.75%
800208 Supplies	11,949.57	50,251.63	38,302.06	23.78%
800209 Booster Club	0.00	2,000.00	2,000.00	0.00%
Total Fundraising Expenses	18,448.31	215,889.38	197,441.07	8.55%
Grants Given				
51 900101 Transportation	0.00	105,000.00	105,000.00	0.00%
52 900101 Scholarships	0.00	70,000.00	70,000.00	0.00%
53 900101 Inclusion	0.00	47,600.00	47,600.00	0.00%
54 900101 Athletics	0.00	24,300.00	24,300.00	0.00%
55 900101 General Programs	0.00	153,100.00	153,100.00	0.00%
Total Grants Given	0.00	400,000.00	400,000.00	0.00%
Capital Projects				

Special Leisure Services Foundation
Revenue and Expense (Income Statement)
For 2/28/2026

	Y-T-D Actual	Y-T-D Budget	Variance	Percent of Budget
Total Expenses	<u>23,467.95</u>	<u>688,320.62</u>	<u>664,852.67</u>	<u>3.41%</u>
Excess Revenue Over (Under) Expenditures	<u>176,964.30</u>	<u>121,272.01</u>	<u>55,692.29</u>	<u>145.92%</u>

SPECIAL LEISURE SERVICES FOUNDATION

MONTHLY ACCOUNT SNAPSHOT AS OF February 28, 2026

Working Cash		<u>SLSF</u>
Petty Cash	\$	150.00
Village Bank & Trust		
Operating	\$	203,807.00
Reserve / Project	\$	81,846.41
		<u>\$ 285,803.41</u>
Benjamin F. Edwards & Co.		
Benjamin F. Edwards & Co.	\$	1,694,933.25
TOTAL CASH & RESERVES		
February 28, 2026		<u><u>\$ 1,980,736.66</u></u>

**Special Leisure Services Foundation
Check Listing with Accounting Distribution**

<u>Check Number</u>	<u>Date</u>	<u>Transaction Description</u>	<u>Account</u>	<u>Description</u>	<u>Amount</u>	<u>Check Amount</u>
0	2/03/2026	[QGiv] QGiv - Qgiv CC fees	30 50 800103 0700	Credit Card Fees	94.84	835.59
			30 50 800208 0670	Supplies - Fashion Show	740.75	
0	2/04/2026	[SLSF Program Fees] SLSF Event Fees - GMFS registration refund	30 50 600101 0670	Registration - Fashion Show	250.8	250.80
0	2/05/2026	[QGiv] QGiv - Chargeback fee	30 50 800102 0700	Office/ Equipment Expense	15	15.00
25907	2/06/2026	[NWSRA] NWSRA - Reimbursement for PT office staff	30 50 800111 0700	Office Contractors	277.86	277.86
25908	2/06/2026	[Weblinx] Weblinx - SLSF website change order	30 50 800109 0700	Marketing	1620	1,620.00
0	2/11/2026	[QGiv] QGiv - Auction package for GMFS	30 50 800208 0670	Supplies - Fashion Show	259	259.00
25909	2/13/2026	[Cash / Anne Kiwala] Cash / Anne Kiwala - Cash bank for GMFS	30 50 800205 0670	Prizes - Fashion Show	1480	1,480.00
	2/17/2026	Service Charge	30 50 800103 0700	Credit Card fees	42.19	42.19
2172026	2/17/2026	January 2026 P Cards	10 20 200104 0000	BMO Credit Cards	7743.01	7,743.01
25910	2/20/2026	[Scooter Squad] Scooter Squad - Ramp rental for GMFS	30 50 800208 0670	Supplies - Fashion Show	875	875.00
Total of All Expenses February 2026						13,398.45

Motion to approve February 2026 Warrant in the amount of \$13,398.45.

Vendor	Expense Account Title	Account	Amount
Gerry's Café	Public Education/Information	30 50 800106 0700	\$ 68.35
Amazon	Supplies - Fashion Show	30 50 800208 0670	\$ 14.99
Amazon	Capital Projects - Music Room	10 80 900201 0702	\$ 79.99
Hoffman Estates Chamber of Commerce	Professional Memberships	30 50 800104 0700	\$ 280.00
SBA	Public Education/Information	30 50 800106 0700	\$ 45.00
Palatine Chamber	Public Education/Information	30 50 800106 0700	\$ 80.00
SBA	Public Education/Information	30 50 800106 0700	\$ 25.00
Arlington Heights Chamber	Public Education/Information	30 50 800106 0700	\$ 90.00
Palatine Chamber	Professional Memberships	30 50 800104 0700	\$ 350.00
GOA	Public Education/Information	30 50 800106 0700	\$ 10.00
Village Networking	Public Education/Information	30 50 800106 0700	\$ 29.99
GiveNKind	Public Education/Information	30 50 800106 0700	\$ 18.70
Kalahari Resort	Supplies - Fashion Show	30 50 800208 0670	\$ 262.77
Kalahari Resort	Supplies - Fashion Show	30 50 800208 0670	\$ 106.75
Jewel-Osco	Public Education/Information	30 50 800106 0700	\$ 122.06
Wilderness Hotel	Supplies - Fashion Show	30 50 800208 0670	\$ 258.18
Amazon	Supplies - Fashion Show	30 50 800208 0670	\$ 43.73
Keith Christopher	Supplies - Fashion Show	30 50 800208 0670	\$ 425.00
Bartlett Chamber	Professional Memberships	30 50 800104 0700	\$ 120.00
Amazon	Supplies - Fashion Show	30 50 800208 0670	\$ 35.25
Guitar Center	Capital Projects - Music Room	10 80 900201 0702	\$ 573.54
Guitar Center	Capital Projects - Music Room	10 80 900201 0702	\$ 762.73
Guitar Center	Capital Projects - Music Room	10 80 900201 0702	\$ 762.73
Amazon	Supplies - Fashion Show	30 50 800208 0670	\$ 372.65
Amazon	Supplies - Fashion Show	30 50 800208 0670	\$ 14.99
Buffalo Grove Rotary	Professional Memberships	30 50 800104 0700	\$ 262.50
Rolling Meadows Chamber	Professional Memberships	30 50 800104 0700	\$ 300.00
Guitar Center	Capital Projects - Music Room	10 80 900201 0702	\$ 215.16
Amazon	Supplies - Fashion Show	30 50 800208 0670	\$ 26.19
Arlington Heights Chamber	Public Education/Information	30 50 800106 0700	\$ 10.00
Palatine Rotary	Professional Memberships	30 50 800104 0700	\$ 125.00
Tap House Grill	Public Education/Information	30 50 800106 0700	\$ 22.78
Condolences.com	Public Education/Information	30 50 800106 0700	\$ 160.03
Blink Tees	Office / Equipment Expense	30 50 800102 0700	\$ 87.56
Melon Ink	Supplies - Fashion Show	30 50 800208 0670	\$ 456.50
Jewel-Osco	Public Education/Information	30 50 800106 0700	\$ 190.80
Chicago Golf	Public Education/Information	30 50 800106 0700	\$ 12.75
UPS	Supplies - Fashion Show	30 50 800208 0670	\$ 14.89
Rotary Club of Arlington Heights	Professional Memberships	10 20 200101 0000	\$ 156.00
Rotary Club of Arlington Heights	Professional Memberships	10 20 200101 0000	\$ 96.00
Rotary Club of Arlington Heights	Professional Memberships	10 20 200101 0000	\$ 253.00
Rotary Club of Arlington Heights	Professional Memberships	10 20 200101 0000	\$ 96.00
Amazon	Capital Projects - Music Room	10 80 900201 0702	\$ 149.40
Name Badges - International	Marketing	30 50 800109 0700	\$ 156.05
Total SLSF Credit Cards January 2026			\$ 7,743.01

Staff Reports

[Return to Home](#)



Date: 3/17/2026
To: SLSF Board of Trustees
From: Anne Kiwala, Superintendent of Development
Andrea Griffin, President of Special Leisure Services Foundation
Re: 2025 Grant Activity Report

Background/Information:

The following memo provides a summary of 2025 grant activity on behalf of the Special Leisure Services Foundation (SLSF) in support of Northwest Special Recreation Association (NWSRA).

Grant activity in 2025 reflects a significant expansion of submissions, including private foundations, corporate funders, township mental health boards, and community service organizations. Applications included funding for scholarships, accessible transportation, inclusion services, general programming, capital needs, and unrestricted support.

2025 Grant Activity Summary

Total Proposed (Requested) Funding:

\$1,101,398

Total Approved Grant Funding:

\$169,398

Total Grant Revenue Received in 2025:

\$155,397.97*

2025 Grant Revenue Budget:

\$130,000

SLSF has exceeded the 2025 grant revenue budget by approximately **\$25,397.97**, representing strong performance in this funding category.

*Note: Total received is slightly lower than total approved due to multi-year awards and grants scheduled for payment in the next fiscal year.

Approved & Funded Grants

In 2025, SLSF secured funding from a mix of recurring, recaptured, and new grantors. Notable awards include:

- **\$50,000** – Wheaton Franciscan Sisters Ministry Fund (Scholarships – annually recurring)
- **\$10,000** – Zurich North America (Unrestricted + Scholarships – recurring)
- **\$10,000** – Elk Grove Township (Accessible Transportation – recurring)
- **\$8,000** – Palatine Township (Accessible Transportation – recurring)
- **\$7,000** – John Marshall Family Foundation (Unrestricted – new in 2025)
- **\$6,000** – Schaumburg Township Mental Health Board (Scholarships – new in 2025)
- **\$5,000** – Endeavor Health Northwest Community Hospital (General Programming – recurring)
- **\$5,000** – Edward and Wanda Jordan Foundation (Scholarships – recaptured 2025)

Additional support was secured from multiple Rotary Clubs, Lions Clubs, Junior Women’s Clubs, churches, and community organizations, reflecting strong local engagement and consistent philanthropic relationships.

New & Recaptured Grantors

2025 saw success in cultivating both new and recaptured funders, including:

New Grantors

- Ecolab Foundation
- John Marshall Family Foundation
- Rotary Club of Barrington
- Schaumburg Township Mental Health Board

Recaptured Grantors

- Barrington Junior Women's Club
- Edward and Wanda Jordan Foundation
- Goldenberg Max Trust M G Foundation
- Rotary Club of Arlington Heights

These relationships represent both renewed confidence in SLSF’s mission and successful stewardship efforts.

Denied Applications

While a substantial number of applications were declined, this reflects an intentional strategy to broaden outreach and pursue larger and more competitive opportunities, including capital and national foundation grants. Denials provide valuable insight for refining future submissions and identifying better-aligned funding opportunities.

Strategic Observations

- Grant revenue exceeded the 2025 budget goal.
- Township and community-based partnerships remain reliable and strong.
- Scholarship and accessible transportation funding continue to be well-supported areas.

Next Steps:

Staff will continue to prioritize relationship cultivation, stewardship, and targeted submission strategies to increase approval rates while maintaining ambitious funding goals.

This memo is for informational purposes only; no Board action is required at this time.

Grant Activity Report 2025

The following is a list of 2025 grant activity on behalf of SLSF/NWSRA

Applied for Funding					
Grant Type	Name	Purpose	Amount Requested	Status	Notes
Private	Anna B. Glauser Trust (2025-2025)	General Programming	\$ 2,500.00	Pending	
Private	MCS Industrial Direct (2025)	Accessible Transportation	\$ 5,000.00	Pending	
Private	Bank of America (2025)	Inclusion	\$ 5,000.00	Pending	
Private	Kroger Charitable Giving/The Kroger Co. Foundation (2025)	Inclusion	\$ 10,000.00	Pending	
Private	Special People in Need - SPIN (2025)	Accessible Transportation	\$ 4,000.00	Pending	
Private	Kelty's Cause (2025)	Unrestricted	\$ 500.00	Pending	
Private	Charles Lafitte Foundation (2025)	General Programming	\$ 5,000.00	Pending	
Private	Arlington Heights Lions Club (2025)	Scholarships	\$ 3,000.00	Pending	2024 grant funded in 2025. 2025 grant approved, not yet funded
Private	Grand Foundation (2025)	General Programming	\$ 10,000.00	Pending	
Private	The Hanger Foundation (2026)	General Programming	\$ 20,000.00	Pending	
Private	International Paper Foundation (2025-2026)	General Programming	\$ 2,500.00	Pending	
Private	The Milbank Foundation (2025-2026)	General Programming	\$ 25,000.00	Pending	
Private	Nu Skin Force for Good Foundation (2025-2026)	Inclusion	\$ 10,000.00	Pending	
Private	Arlington Heights Lions Club (2026)	General Programming	\$ 5,000.00	Pending	2024 grant funded in 2025. 2025 grant approved, not yet funded
Private	Circle of Service Foundation (2026)	Inclusion	\$ 5,000.00	Pending	
Private	BMO Financial Group Community Giving Program (2025-2026)	Inclusion	\$ 10,000.00	Pending	
Private	Endeavor Health Community Investment Fund Capacity Builder (2025-2026)	Accessible Transportation (specifically a new ADA bus)	\$ 184,000.00	Pending	
Private	The Working Person's Store (2025)	Scholarships	Unknown (they didn't ask for an amount)	Pending	
Private	I Could Do Great Things Foundation (2025 - 2026)	Inclusion	\$ 10,000.00	Pending	
Private	Palatine Township (2026 - 2027)	Inclusion	\$ 8,000.00	Pending	For 2026-2027 Funding
Private	American Camp Association (2025 - 2026)	Inclusion/CAMPS specifically	\$ 60,000.00	Pending	
Private	Elk Grove Township (2026 - 2027)	Inclusion	\$ 10,000.00	Pending	For 2026-2027 Funding
Private	Helen Brach Foundation (2026 - 2027)	General Programming	\$ 10,000.00	Pending	
Private	BNSF Railway Foundation (2026 - 2027)	General Programming	\$ 10,000.00	Pending	
Private	OMRON Foundation (2026 - 2027)	General Programming	\$ 5,000.00	Pending	
Private	Grand Foundation (2026 - 2027)	General Programming	\$ 10,000.00	Pending	

Denied					
Private	Schneider National Foundation Inc	Accessible Transportation	\$ 2,500.00	Denied	
Private	SC Johnson Giving, Inc.	General Programming	\$ 5,000.00	Denied	
Private	Aerie Real Foundation (AE)	Inclusion	\$ 10,000.00	Denied	
Private	Northwestern Medicine	Unrestricted	\$ 9,000.00	Denied	
Private	People With Disabilities Foundation (PWDF)	General Programming	\$ 10,000.00	Denied	
Private	Helen Brach Foundation	General Programming	\$ 15,000.00	Denied	
Private	Cabelas Capital Grant (aka Bass Pro Shop)	General Programming	\$ 10,000.00	Denied	
Private	BNSF Railway Foundation	General Programming	\$ 10,000.00	Denied	
Private	Elizabeth Morse Charitable Trust	Inclusion	\$ 5,000.00	Denied	
Private	Special Kids Foundation	Scholarships	\$ 50,000.00	Denied	
Private	The Enterline Foundation	Inclusion	\$ 10,000.00	Denied	
Private	Looking Out Foundation	Inclusion	\$ 15,000.00	Denied	
Private	Otto P. Berdach Trust (2025)	Inclusion	\$ 10,000.00	Denied	
Private	Jewel Osco Foundation (2025-2026)	Accessible Transportation	\$ 10,000.00	Denied	
Private	The Tempur Sealy Foundation (2025)	General Programming	\$ 2,500.00	Denied	

Grant Activity Report 2025

The following is a list of 2025 grant activity on behalf of SLSF/NWSRA

Private	Scentsy's Direct Giving Program (2025-2025)	Inclusion	\$ 5,000.00	Denied	
Private	JD Finish Line Foundation (2025)	Inclusion	\$ 10,000.00	Denied	
Private	Northwest Community Healthcare/ aka: Endeavor Health (2025-2026)	General Programming (Gala)	\$ 5,000.00	Denied	
Private	T-Mobile Hometown Grants Program (2025-2026)	General Programming (technically for supplies for the greenhouse and sensory garden)	\$ 3,000.00	Denied	
Private	Schneider National Foundation Inc (2025 - 2026)	Accessible Transportation	\$ 5,000.00	Denied	
Private	NBC Universal Foundation (2025)	Unrestricted	\$ 50,000.00	Denied	
Private	SAX LLP: Founders' Award (2025-2026)	Inclusion	\$ 15,000.00	Denied	
Private	Nicor Gas (2025-2026)	General Programming	\$ 5,000.00	Denied	
Private	Colonel Stanley R Mcneil Foundation (2025)	Inclusion	\$ 5,000.00	Denied	
Private	Rust-Oleum Cares (2025)	Inclusion	\$ 5,000.00	Denied	
Private	Alfred Bersted Foundation (2025)	General Programming	\$ 15,000.00	Denied	
Private	American Legion Child Welfare Foundation (2025)	Inclusion	\$ 10,000.00	Denied	
Private	Lundbeck US Charitable Fund (2025 - 2026)	General Programming	\$ 20,000.00	Denied	
Private	Explorer Pipeline: Partner Agency Program (2025-2026)	General Programming	\$ 35,000.00	Denied	
Private	Next for Autism (2025-2026)	General Programming	\$ 5,000.00	Denied	
Private	Clif Family Foundation (2025-2026)	General Programming	\$ 25,000.00	Denied	
Private	Andrew and Alice Fischer Charitable Trust (2025-2026)	General Programming	\$ 10,000.00	Denied	
Private	Ameren Corporation Charitable Trust (2026 - 2027)	Capital Project (Walkways and pathways)	\$ 50,000.00	Denied	
Private	HF Sinclair Community Investment Program (2025)	Inclusion	\$ 2,000.00	Denied	
Private	Endeavor Health (2026-2027)	General Programming	\$ 5,000.00	Denied	
Private	PNC Foundation (2026 - 2027)	Accessible Transportation	\$ 30,000.00	Denied	
Private	SC Johnson Giving, Inc. (2025 - 2026)	General Programming	\$ 5,000.00	Denied	
Private	PDRMA Safety Grant (2025-2026)	General Programming	\$ 2,500.00	Denied	
Private	Henry E. Niles Foundation (2025 - 2026)	Inclusion	\$ 5,000.00	Denied	
Private	North Shore Gas (2025-2026)	General Programming	\$ 1,000.00	Denied	

Approved					
Grant Type	Name	Purpose	Amount Approved (this is the grant amount approved)	Received (this is only what amount has been received from them so far)	Notes
Township	Palatine Township 2024-2025	Accessible Transportation	\$ -	\$ 2,000.01	Payments for 2024-2025 grant award. Paid out through March 2025.
Township	Elk Grove Township	Accessible Transportation	\$ -	\$ 2,000.00	Payment for 2024-2025 grant award. Paid out through February 2025.
Private	Goldenberg Max Trust M G Foundation	Scholarships	\$ 5,000.00	\$ 5,000.00	Annually Recurring Grantor
Private	Ecolab Foundation (a/k/a Ecolab Industry Foundation)	Greenhouse	\$ 1,500.00	\$ 1,500.00	New Grantor in 2025
Private	Zurich North America	Unrestricted	\$ 10,000.00	\$ 10,000.00	
Private	Endeavor Health Northwest Community Hospital	General Programming	\$ 5,000.00	\$ 5,000.00	Annually Recurring Grantor
Private	The Elko Family	General Programming	\$ 4,000.00	\$ 4,000.00	Annually Recurring Grantor
Private	Rotary Club of Palatine	Accessible Transportation	\$ 4,000.00	\$ 4,000.00	Annually Recurring Grantor
Private	Rotary Club of Schaumburg/Hoffman Estates	Scholarships	\$ 5,000.00	\$ 5,000.00	Annually Recurring Grantor
Township	Schaumburg Township - Mental Health Board (MHB) 2025-2026	Scholarships	\$ 6,000.00	\$ 6,000.00	New Grantor in 2025
Private	Mount Prospect Junior Women's Club	General Programming	\$ 500.00	\$ 500.00	Annually Recurring Grantor

Grant Activity Report 2025

The following is a list of 2025 grant activity on behalf of SLSF/NWSRA

Private	Rotary Club of Elk Grove Village	Unrestricted	\$ 2,000.00	\$ 2,000.00	Annually Recurring Grantor
Private	Barrington Junior Women's Club Grant	General Programming	\$ 1,000.00	\$ 1,000.00	Recaptured Grantor 2025
Private	Elk Grove Township	Accessible Transportation	\$ 10,000.00	\$ 7,000.00	Annually Recurring Grantor
Township	Palatine Township 2025-2026	Accessible Transportation	\$ 8,000.00	\$ 5,999.96	Annually Recurring Grantor
Private	Zurich North America	Scholarships	\$ 5,000.00	\$ 5,000.00	Annually Recurring Grantor
Private	Mount Prospect Lions Club	Scholarships	\$ 1,000.00	\$ 1,000.00	Annually Recurring Grantor
Private	Rotary Club of Buffalo Grove	General Programming - Broadway Buddies	\$ 500.00	\$ 500.00	Annually Recurring Grantor
Private	The FJK Private Foundation	Unrestricted	\$ 5,000.00	\$ 5,000.00	Annually Recurring Grantor
Private	Rotary Club of Elk Grove Village	Scholarships	\$ 2,000.00	\$ 2,000.00	Annually Recurring Grantor
Private	Chicago Bulls Charities	Unrestricted	\$ 1,000.00	\$ 1,000.00	
Private	Palatine JayCees (2025)	Accessible Transportation	\$ 1,350.00	\$ 1,350.00	Annually Recurring Grantor
Private	Wheaton Franciscan Sisters (WFS) Ministry Fund (2025-2026)	Scholarships	\$ 50,000.00	\$ 50,000.00	Annually Recurring Grantor
Private	Rotary Club of Barrington	Inclusion	\$ 1,000.00	\$ 1,000.00	New Grantor in 2025
Private	All Saints Lutheran Church Ministry Endowment Fund (MEF) (2025)	Scholarships	\$ 2,000.00	\$ 2,000.00	Annually Recurring Grantor
Private	Rotary Club of Arlington Heights (2025-2026)	General Programming	\$ 2,000.00	\$ 2,000.00	Recaptured Grantor 2025
Private	John Marshall Family Foundation	Unrestricted	\$ 7,000.00	\$ 7,000.00	New Grantor in 2025
Private	Edward and Wanda Jordan Foundation (2025 - 2026)	Scholarships	\$ 10,000.00	\$ 10,000.00	Recaptured Grantor in 2025
Private	Pajeau Children's Foundation (2025)	Scholarships	\$ 1,548.00	\$ 1,548.00	Annually Recurring Grantor
Private	Goldenberg Max Trust M G Foundation	Scholarships	\$ 5,000.00	\$ 5,000.00	Recaptured Grantor in 2025
Private	Rotary Club of Palatine (2026)	Accessible Transportation	\$ 4,000.00	\$ -	For 2026 Funding
Private	Schaumburg Township Mental Health Board (MHB) (2027)	Scholarships	\$ 6,000.00	\$ -	For 2026-2027 Funding
Private	Hanover Township Mental Health Board (HTMHB) (2027)	General Programming	\$ 3,000.00	\$ -	For 2026-2027 Funding
Total Proposed Amount from Grants			\$ 1,101,398.00		
Total Approved Grant Money in 2025			\$ 169,398.00		
Total Grant Money Received in 2025*			\$ 155,397.97		
Budgeted Amount			\$ 130,000.00		

*This will be less approved grant funds to be paid the next fiscal year



Date: 3/17/2026
To: SLSF Board of Trustees
From: Megan O'Brien, Event Coordinator
Andrea Griffin, President of Special Leisure Services Foundation
Re: Year End Events Report

Background/Information:

SLSF's annual fundraising events play a pivotal role in supporting the organization's mission, generating essential revenue while fostering greater awareness, deepening community connections, and promoting long-term financial sustainability. Collectively, these events create a well-rounded fundraising portfolio that balances high-impact revenue opportunities with meaningful corporate partnerships and grassroots community engagement.

The attached reports offer a thorough year-over-year financial review, comparing 2024 actual results to 2025 actuals, alongside a detailed variance analysis against the approved 2025 budget. The analysis provides a clear perspective on revenue trends, expense management, and the overall financial health of the organization.

By examining these patterns and budget alignment, the report highlights key areas of strength, identifies emerging challenges, and uncovers trends that will inform strategic planning and guide resource allocation for 2026 and beyond.

Next Steps: Review the 2025 expenses in detail to guide 2026 spending, aiming to align expenses at 30% of total revenue and maintain a 70% income-to-expense ratio, supporting both sustainable growth and mission impact.

This memo is for informational purposes only; no Board action is required at this time.

2024 - 2025 SLSF Fundraising Events Comparisons

Events		2024	2025	Difference
Gold Medal Fashion Show	Gross	\$ 66,549.03	\$ 75,053.35	\$ 8,504.32
	Expense	\$ 29,877.00	\$ 27,547.25	\$ (2,329.75)
	Net	\$ 36,672.03	\$ 47,506.10	\$ 10,834.07
	# attending	453	443	\$ (10.00)
	Per Person Expense	\$ 65.95	\$ 62.18	\$ (3.77)
	revenue per person	\$ 146.91	\$ 169.42	\$ 22.51
St. Patrick's Day Dinner	Gross	\$ 10,348.08	\$ 2,920.26	\$ (7,427.82)
	Expense	6,724.76	50.00	\$ (6,674.76)
	Net	\$ 3,623.32	\$ 2,870.26	\$ (753.06)
	# attending	144	0	\$ (144.00)
	Per Person Expense	\$ 46.70	#DIV/0!	#DIV/0!
	revenue per person	\$ 71.86	#DIV/0!	#DIV/0!
Palatine Hills Golf Classic	Gross	\$ 36,794.75	\$ 38,313.77	\$ 1,519.02
	Expense	10,451.90	13,393.56	\$ 2,941.66
	Net	\$ 26,342.85	\$ 24,920.21	\$ (1,422.64)
	# attending	136	131	\$ (5.00)
	Per Person Expense	\$ 76.85	\$ 102.24	\$ 25.39
	revenue per person	\$ 270.55	\$ 292.47	\$ 21.92
Bridges of Poplar Creek Golf Classic	Gross	\$ 24,602.80	\$ 23,463.40	\$ (1,139.40)
	Expense	\$ 8,573.51	\$ 8,347.56	\$ (225.95)
	Net	\$ 16,029.29	\$ 15,115.84	\$ (913.45)
	# attending	86	80	\$ (6.00)
	Per Person Expense	\$ 99.69	\$ 104.34	\$ 4.65
	revenue per person	\$ 286.08	\$ 293.29	\$ 7.21
Buffalo Grove Golf Classic	Gross	\$ 51,433.00	\$ 51,178.44	\$ (254.56)
	Expense	\$ 13,031.37	\$ 18,542.11	\$ 5,510.74
	Net	\$ 38,401.63	\$ 32,636.33	\$ (5,765.30)
	# attending	135	139	\$ 4.00
	Per Person Expense	\$ 96.53	\$ 133.40	\$ 36.87
	revenue per person	\$ 380.99	\$ 368.19	\$ (12.79)
Moretti's/NWSRA Golf Classic	Gross	\$ 44,161.05	\$ 54,128.08	\$ 9,967.03
	Expense	\$ 6,677.58	\$ 12,373.64	\$ 5,696.06
	Net	\$ 37,483.47	\$ 41,754.44	\$ 4,270.97
	# attending	133	151	\$ 18.00
	Per Person Expense	\$ 50.21	\$ 81.94	\$ 31.74
	revenue per person	\$ 332.04	\$ 358.46	\$ 26.43
Women's Golf Outing: Birdies & Besties	Gross	\$ 34,321.54	\$ 42,574.47	\$ 8,252.93
	Expense	\$ 10,131.25	\$ 12,464.50	\$ 2,333.25
	Net	\$ 24,190.29	\$ 30,109.97	\$ 5,919.68
	# attending	118	136	\$ 18.00
	Per Person Expense	\$ 85.86	\$ 91.65	\$ 5.79
	revenue per person	\$ 290.86	\$ 313.05	\$ 22.19

2024 - 2025 SLSF Fundraising Events Comparisons

Arlington Classic Golf Outing	Gross	\$ 34,671.73	\$ 45,608.71	\$ 10,936.98
	Expense	\$ 6,190.06	\$ 7,107.60	\$ 917.54
	Net	\$ 28,481.67	\$ 38,501.11	\$ 10,019.44
	# attending	103	96	\$ (7.00)
	Per Person Expense	\$ 60.10	\$ 74.04	\$ 13.94
	revenue per person	\$ 336.62	\$ 475.09	\$ 138.47
Celebrate Ability Gala	Gross	\$ 104,201.56	\$ 110,233.20	\$ 6,031.64
	Expense	\$ 36,099.33	\$ 49,138.08	\$ 13,038.75
	Net	\$ 68,102.23	\$ 61,095.12	\$ (7,007.11)
	# attending	202	262	\$ 60.00
	Per Person Expense	\$ 178.71	\$ 187.55	\$ 8.84
	revenue per person	\$ 515.85	\$ 420.74	\$ (95.11)
Totals	Gross	\$ 407,083.54	\$ 443,473.68	\$ 36,390.14
	Expense	\$ 127,756.76	\$ 148,964.30	\$ 21,207.54
	Net	\$ 279,326.78	\$ 294,509.38	\$ 15,182.60

Change in revenue per person \$ **130.83**

2025 Actual Vs. Budget Fundraising Events Comparison

Events		2025	Budget	Difference
Gold Medal Fashion Show	Gross	\$ 75,053.35	\$ 76,600.00	
	Expense	\$ 27,547.25	\$ 33,859.20	
	Net*	\$ 47,506.10	\$ 42,740.80	\$ 4,765.30
	# attending	443	504	
	Per Person Expense	\$ 62.18	\$ 67.18	
St. Patrick's Day Dinner**	Gross	\$ 2,920.26	\$ 15,300.00	
	Expense	50.00	\$ 7,454.93	
	Net	\$ 2,870.26	\$ 7,845.07	\$ (4,974.81)
	# attending	0	144	
	Per Person Expense	#DIV/0!	\$ 51.77	
Palatine Hills Golf Classic	Gross	\$ 38,313.77	\$ 38,990.00	
	Expense	13,393.56	\$ 14,330.05	
	Net	\$ 24,920.21	\$ 24,659.95	\$ 260.26
	# attending	131	136	
	Per Person Expense	\$ 102.24	\$ 105.37	
Bridges of Poplar Creek Golf Classic	Gross	\$ 23,463.40	\$ 29,950.00	
	Expense	8,347.56	\$ 15,882.80	
	Net	\$ 15,115.84	\$ 14,067.20	\$ 1,048.64
	# attending	80	104	
	Per Person Expense	\$ 104.34	\$ 152.72	
Buffalo Grove Golf Classic	Gross	\$ 51,178.44	\$ 54,020.00	
	Expense	18,542.11	\$ 19,133.00	
	Net	\$ 32,636.33	\$ 34,887.00	\$ (2,250.67)
	# attending	139	136	
	Per Person Expense	\$ 133.40	\$ 140.68	
Moretti's/NWSRA Golf Classic	Gross	\$ 54,128.08	\$ 50,900.00	
	Expense	12,373.64	\$ 10,753.20	
	Net	\$ 41,754.44	\$ 40,146.80	\$ 1,607.64
	# attending	151	144	
	Per Person Expense	\$ 81.94	\$ 74.68	

2025 Actual Vs. Budget Fundraising Events Comparison

Women's Golf Outing: Birdies & Besties	Gross	\$ 42,574.47	\$ 40,605.00	
	Expense	12,464.50	\$ 14,949.80	
	Net	\$ 30,109.97	\$ 25,655.20	\$ 4,454.77
	# attending	136	128	
	Per Person			
	Expense	\$ 91.65	\$ 116.80	
Arlington Classic Golf Outing	Gross	\$ 45,608.71	\$ 37,520.00	
	Expense	7,107.60	\$ 9,826.25	
	Net	\$ 38,501.11	\$ 27,693.75	\$ 10,807.36
	# attending	96	112	
	Per Person			
	Expense	\$ 74.04	\$ 87.73	
Celebrate Ability Gala	Gross	\$ 110,233.20	\$ 103,000.00	
	Expense	49,138.08	\$ 46,441.26	
	Net	\$ 61,095.12	\$ 56,558.74	\$ 4,536.38
	# attending	262	250	
	Per Person			
	Expense	\$ 187.55	\$ 185.77	
Totals	Gross	\$ 440,553.42	\$ 431,585.00	\$ 8,968.42
	Expense	\$ 148,914.30	\$ 165,175.56	
	Net	\$ 291,639.12	\$ 266,409.44	\$ 25,229.68

**Event didn't take place, a raffle was held as the event was canceled



Date: 3/17/2026
 To: SLSF Board of Trustees
 From: Liz Thomas, Manager of Development
 Andrea Griffin, President of Special Leisure Services Foundation
 Re: Year End Sponsorship Report

Background/Information:

SLSF event sponsorship revenue has shown strong and consistent growth over the past three years, exceeding budget each year.

- **2023:** Budgeted \$97,500 | Raised \$131,075
- **2024:** Budgeted \$143,500 | Raised \$171,550
- **2025:** Budgeted \$178,000 | Raised \$180,625

From 2023 to 2025, sponsorship revenue increased from \$131,075 to \$180,625 — an increase of **\$49,550**, representing a **37.8% growth** over two years.

This upward trend reflects strengthened sponsor relationships, increased community engagement, and expanded event sponsorship opportunities. SLSF continues to build sustainable event revenue while meeting or exceeding annual budget targets.

Event	Sponsorship in 2025	Budgeted in 2025
St. Patrick’s Day	n/a	\$5,000.00
SLSF Fashion Show	\$25,700.00	\$25,000.00
Palatine Hills Golf Classic	\$10,300.00	\$12,000.00
Bridges of Poplar Creek Golf Classic	\$10,550.00	\$10,000.00
Buffalo Grove Golf Classic	\$26,325.00	\$28,000.00
Moretti's/NWSRA Golf Classic	\$25,800.00	\$27,000.00
Besties and Birdies Golf Classic	\$16,700.00	\$12,000.00
Arlington Golf Classic	\$18,150.00	\$17,000.00
Celebrate Ability Gala	\$47,100.00	\$42,000.00

TOTAL: \$180,625.00 \$178,000.00

Next Steps:

2026 Sponsorship Outlook

The total sponsorship budget across eight events is \$182,450. The first event of the year, the SLSF Fashion Show, had a sponsorship budget of \$26,650 and successfully raised \$30,750.35, exceeding budget by \$4,100.35. This early surplus provides positive momentum and flexibility as we move into the remaining seven events.

Event	Sponsorship in 2026	Budgeted in 2026	Difference
SLSF Fashion Show	\$30,750.35	\$26,650.00	\$4,100.35
Palatine Hills Golf Classic		\$11,275.00	
Bridges of Poplar Creek Golf Classic		\$11,275.00	
Buffalo Grove Golf Classic		\$27,675.00	
Moretti's/NWSRA Golf Classic		\$26,650.00	
Besties and Birdies Golf Classic		\$16,400.00	
Arlington Golf Classic		\$18,450.00	
Celebrate Ability Gala		\$44,075.00	

TOTAL: \$30,750.35 \$182,450.00

This memo is for informational purposes only; no Board action is required at this time.



Date: 3/17/2026
To: SLSF Board of Trustees
From: Anne Kiwala, Superintendent of Development
Andrea Griffin, President of Special Leisure Services Foundation
Re: 2025 Donations Report

Background/Information:

In 2025, the Foundation received a total of \$138,146.75 in charitable donations through memorial gifts, general contributions, and the annual appeal.

This represents 21.7% of total Foundation revenue (excluding investment income) of \$635,457.78.

For comparison, in 2024 SLSF received \$96,293.34 in donations, representing 15.2% of total revenue.

Year-over-Year Growth:

Total donations increased by \$41,853.41, reflecting a 43.5% increase over 2024.

Breakdown by Giving Category

Memorial Donations

- 2024: \$4,049.42
- 2025: \$13,542.51
- Increase: \$9,493.09 (+234%)

Memorial giving saw significant growth in 2025, more than tripling over the prior year. These gifts reflect meaningful community trust and connection, as families choose SLSF as a way to honor loved ones.

General Donations

- 2024: \$77,629.47
- 2025: \$117,722.92
- Increase: \$40,093.45 (+51.6%)

General donations remain the largest source of individual charitable support and were the primary driver of overall growth in 2025. The increase reflects continued donor engagement and strong year-round support outside of events and grants.

Annual Appeal

- 2024: \$14,614.45
- 2025: \$6,881.32
- Decrease: \$7,733.13 (-52.9%)

Annual Appeal revenue declined in 2025 compared to the prior year. This shift prompted a change in strategy to focus efforts on one annual appeal during the holiday season, as opposed to a spring and holiday appeal.

Key Takeaways

- Individual giving grew substantially in 2025, increasing from 15.2% to 21.7% of total Foundation revenue (excluding in-kind contributions and investment income).
- Growth was driven primarily by strong increases in general donations and memorial gifts.
- While the Annual Appeal declined year-over-year, overall donor generosity outside structured campaigns remained strong.
- Donations continue to represent a significant and growing portion of diversified revenue, strengthening long-term sustainability for SLSF's mission.

Next Steps:

As SLSF enters 2026, opportunities exist to:

- Further cultivate memorial gift outreach and stewardship
- Strengthen the Annual Appeal by focusing on one Holiday Appeal

The strong performance in 2025 reflects a growing culture of giving in support of inclusion and recreation opportunities for individuals served through NWSRA programs.

This memo is for informational purposes only; no Board action is required at this time.



Date: 3/17/2026
To: SLSF Board of Trustees
From: Rachel Hubsch and Victoria Gonzalez, Superintendents of Recreation
Andrea Griffin, President of Special Leisure Services Foundation
Re: Program and Services Report

Recreation Therapy Highlights

Winter programming across Recreation Therapy services reflects strong participation, strategic growth, and continued operational stability. January and February featured four successful Special Events serving both adult and school-age participants, alongside 24 Leisure Education school outings utilizing member district facilities. These programs expanded access to community-based recreation experiences while reinforcing collaborative partnerships across districts.

The Winter/Spring season is currently delivering 60 in-person, virtual, and 1:1 therapeutic recreation programs, with an intentional focus on program quality, staff support, and consistent oversight. An All-Staff Training reinforced safety protocols, behavior management strategies, and team alignment to ensure positive participant experiences.

Athletics continues to demonstrate competitive excellence and athlete development. Seven athletes competed at the Special Olympics Winter Games, earning nine total medals, and two basketball teams advanced to State competition. Swim and gymnastics athletes are also progressing through regional qualifiers. These accomplishments highlight both skill development and the strength of our coaching and support systems.

Day Camp enters the 2026 season from a position of strength, with 165 returning staff across leadership and support roles. High retention supports continuity, reduces recruitment strain, and strengthens site-level leadership. Operational enhancements, including the creation of a flexible Rover position and improved document management systems, position the program for a well-supported summer.

Clubs programming remains strong with 197 Winter/Spring registrations and continued high-interest community outings and social events. Meanwhile, the redesigned Behavior Team structure introduces a tiered, consultation-based support model to enhance clarity, staff confidence, and participant success across programs.

As NWSRA transitions toward an independent Adult Community Day Program model, leadership has conducted individualized family meetings to ensure thoughtful communication and planning. Feedback has been positive, and participant engagement remains strong across six sites. Specialty program areas continue to expand, including the launch of the Buffalo Grove Media Lab and the reopening of the refreshed Music Room at Rolling Meadows, both designed to increase access to innovative and individualized programming opportunities.

Additionally, Snoezelen Sensory Room field trips are expanding through school partnerships across the service area. These structured visits provide meaningful therapeutic experiences for students while also generating program revenue and strengthening district relationships. Continued growth in sensory programming represents both mission impact and a sustainable service opportunity.

Overall, Recreation Therapy services remain stable, forward-moving, and aligned with our commitment to quality programming, participant growth, fiscal responsibility, and collaborative partnerships across our member districts.

Inclusion Highlights

The Inclusion Department continues to advance inclusive practices across member districts through comprehensive staff development, community partnerships, and professional leadership within the field.

This winter, 45 Inclusion Aides completed structured seasonal training focused on crisis response, behavior management strategies, advocacy, and department protocols. Ongoing investment in training strengthens staff preparedness, promotes consistency across programs, and reinforces safe, supportive environments for participants with disabilities.

Beyond internal programming, NWSRA continues to serve as a regional leader in inclusion education. Staff presented at the Illinois Park & Recreation Association Conference, contributing to statewide professional development in inclusive recreation. The team also provided Autism awareness and inclusion strategies training to more than 110 staff members at the Palatine Public Library, expanding inclusive practices beyond park district programming and strengthening interagency partnerships.

Through continued education, proactive support systems, and external collaboration, the Inclusion Department remains focused on ensuring equitable access, building staff confidence, and positioning NWSRA as a trusted inclusion resource within our service area.

Outreach / Speaking Highlights

NWSRA continues to expand its visibility and regional presence through strategic outreach and professional engagement.

This winter, staff represented the agency at regional and statewide platforms, strengthening NWSRA's reputation as a knowledgeable and forward-moving leader in therapeutic recreation and inclusive programming. Community-based presentations and collaborative partnerships have further positioned NWSRA as a trusted resource for member districts and local organizations seeking expertise and guidance.

Recruitment outreach also increased through participation in multiple community job fairs and coordinated summer hiring campaigns. These efforts not only support staffing capacity but also expand brand awareness across our service area and reinforce partnerships with local park districts, schools, and community agencies.

Collectively, outreach efforts this season continue to elevate NWSRA's professional presence, strengthen interagency collaboration, and support long-term organizational growth.

This memo is for informational purposes only; no Board action is required at this time.

GENERAL MARKETING

- Published and promoted the Day Camp Brochure.
- Published the January and February Now newsletters, keeping stakeholders informed of organizational updates, programs, and highlights.
- In recognition of Recreation Therapy Month NWSRA recognized all of its CTRS certified staff on social media with their own post highlighting them.
- Worked collaboratively with Human Resources to begin the promotion of summer hiring.

PROJECT UPDATES

- Submitted multiple award entries to the Illinois Park and Recreation Association (IPRA) Conference, recognizing excellence in both programming and marketing initiatives. The Fully Involved Fire Academy between the Hoffman Estates Fire Department and NWSRA received the Circle of Excellence award through ITRS along with Program of the Year through IPRA.
- Attended IAPD Legislative Breakfast at the Schaumburg Golf Course.

PROJECT UPDATES

- Website: NWSRA has received the working version of its new website. Staff are going through and fine tuning content along with ensuring all functionality works as it should.

SLSF MARKETING

- Developed comprehensive marketing materials for the Fashion Show. This included social media campaigns highlighting all of the models in the show, as well as the incredible sponsors and prize donors who supported the event. The marketing team also supported the event by interviewing all of the models and developing the Meet the Model videos which premiered at the event. In addition, the team developed day-of signage, presentation graphics, the program guide, and much more.
- Began the promotion of the 2026 Golf Season, including a rebrand of the Women's Golf Outing to Birdies & Besties.
- Promoted the Chicago Steel Hockey Game benefiting SLSF on March 20.
- Published the January and February SLSF Impact Newsletters highlighting SLSF programs, events, and impact.

TECHNOLOGY

- A majority of the agency has officially transitioned over to SharePoint from using our on-prem file server. This has allowed staff to securely access files and collaborate outside of the agency's network without the need for a VPN, simplifying workflows, enhancing security, and reducing licensing costs.





Date: 3/18/2026
To: NWSRA Board of Directors
From: Sara Carey, Manager of Human Resources
Andrea Griffin, Executive Director
Re: Human Resources Report January – February 2026

Recruitment/Retention:

Recruitment efforts focused on strengthening part-time staffing levels, preparing for seasonal summer hiring, and increasing community visibility through targeted outreach events. These efforts resulted in steady hiring progress and expanded recruitment exposure throughout our district communities.

New Hires

During the months of January and February, 17 new employees were successfully onboarded across programs and support roles.

- 7 Inclusion Aides
- 3 Program Assistants, and 1 Program Leader
- 1 PURSUIT Adult Day Program Assistant who will also assist in Support Services
- 5 Volunteers

This hiring progress reflects continued efforts to streamline recruitment, improve applicant communication, and accelerate onboarding processes.

Summer Planning Initiatives

To proactively prepare for seasonal staffing needs, the HR team partnered with the Marketing Team to develop a comprehensive Summer Hiring Flyer highlighting all available summer positions, including:

- Summer Program Assistants
- Summer Inclusion Aides
- Summer Camp Counselors
- Volunteers

The flyer was designed to increase visibility, clearly outline position opportunities, and provide direct application access. Distribution efforts include digital posting, social media promotion, and in-person recruitment events.

In addition to the hiring flyer, the HR team is actively partnering with the Marketing Team to expand summer hiring outreach through:

- A structured social media recruitment plan with consistent posting from March through July
- Position spotlights and staff testimonials to increase engagement
- Targeted summer hiring promotional graphics
- Development of a branded email signature for staff to showcase and promote summer employment opportunities in outgoing communications

This coordinated effort ensures consistent messaging, broader reach, and increased visibility throughout our member district communities.

The HR team hosted a collaborative planning meeting with hiring managers from Inclusion, Support Services, and Day Camp to review intent-to-return staffing numbers, establish summer hiring targets, and confirm key training dates. These meetings ensured alignment across departments regarding projected staffing needs, timelines, and onboarding capacity to support summer program operations. This proactive coordination allows the HR team to focus outreach efforts strategically and track progress toward fully staffing all summer programs.

Job Fair Participation

NWSRA actively expanded its recruitment presence by attending four community job fairs and 1 college career and intern fair:

- ISU Career and Intern Fair– January 5, 2026
- Mount Prospect Park District – January 6, 2026
- Rolling Meadows High School – February 12, 2026
- Stevenson High School – February 13, 2026
- Buffalo Grove Park District Job Fair – February 26, 2026

Participation in these events allowed NWSRA to:

- Promote summer and year-round employment opportunities
- Engage directly with high school and community job seekers
- Build partnerships with local park districts and schools
- Increase brand awareness within our member district communities

Collectively, these job fairs generated applicant interest in summer positions and strengthened our recruitment pipeline.

Upcoming Job Fairs (March)

Recruitment will continue outreach efforts through additional upcoming events:

- Arlington Ridge Center – Annual Teen Job Fair – March 3, 2026
- Lake Park High School – March 10, 2026

These events provide continued access to high school students seeking summer employment and further strengthen NWSRA's visibility within our service area.

Upcoming:

NWSRA Summer Job Fair

The recruitment will host a Summer Job Fair on March 25th from 5:00pm–6:30pm at the Teen Center at Park Central. The event is strategically scheduled during the majority of local school districts' spring break to maximize student availability and attendance.

To further strengthen interagency collaboration, Rolling Meadows Park District has been invited to participate and promote their seasonal opportunities. This partnership supports shared recruitment efforts and reinforces relationships with our partnering park districts.

Promotional efforts for this event include:

- Targeted social media campaigns
- A dedicated job fair flyer distributed to local high schools
- Digital outreach through staff email signatures
- Cross-promotional efforts with partnering agencies

This event is expected to further increase applicant volume and strengthen summer staffing capacity.

Compliance/Risk Management:

Part-Time Overnight Guidelines

To ensure that expectations and procedures for part-time staff are clearly outlined for any part time employee that participates in an overnight travel with NWSRA, the Manager of Human Resources updated the Part-Time Overnight Guidelines. These guidelines are also intended to provide a safe, healthy, and rewarding experience for any minor or vulnerable adult participating in overnight travel through setting these clear standards.

The guidelines provide clarity around role clarification, compensation, transportation, conduct and responsibilities for all overnight travel where part-time staff is participating. It provides clarification on eligibility requirements for all part time staff as well.

The guidelines have been uploaded into Paycom so that part-time staff can review and acknowledge these guidelines when they are selected to participate in an NWSRA overnight event. This was officially rolled out during Winter Games 2026.

High Risk Waiver Update

The Manager of Human Resources updated the High-Risk Waiver so that it was appropriately branded onto NWSRA letterhead and reformatted to a more easily readable format for participant's and their guardians.

OSHA Compliance

The Manager of Human Resources submitted all required documentation via the OSHA 300 form through the Injury Tracking Application portal by the March 2, 2026, deadline ensuring we were compliant for the 2025 recording year.

ACA Compliance

The Manager of Finance and the Manager of Human Resources submitted all ACA required reporting through Paycom by the February 6, 2026, deadline. This was our first time submitting through Paycom.

Compensation and Benefits:

The Executive Director and the Manager of Human Resources kicked off the HR Source Compensation Survey on February 11, 2026. We completed and updated all of the Full-Time and the IMRF eligible Part-Time Job Descriptions before the Kick-Off meeting which meant streamlining the job description so that they better aligned with the staff's specific duties & responsibilities and essential job functions.

Training and Development:

All Team In-services were conducted during the month of January. The topics included the following:

- Epact and Ipad Training
- Mental Health First Aid Training
- CPR/First Aid Training
- CPI Training
- Behavior Team: Crisis Training/Confidence/Decision Making Skills

These trainings were designed and presented to increase knowledge across a variety of topics for the staff. The remaining 2026 In-Service trainings have been scheduled through the end of the year.



Date: 3/17/2026
To: SLSF Board of Trustees
From: Anne Kiwala, Superintendent of Development
Andrea Griffin, President of Special Leisure Services Foundation
Re: Fourth Quarter Finance Report – Budget Variance Explanations

Background/Information:

The Budget vs. Actual Report for the fourth quarter ending December 31, 2025, has been completed and reviewed by the SLSF staff. During this review, a 10% variance was used as the indicator for explanation. For the fourth quarter, any variance outside of 90% - 110% will warrant an explanation.

The following pages list the line-by-line descriptions as well as explanations for any variance outside the 10% variance parameters.

Income

400100 Interest Income – 652.06%

This line includes interest income from the Operating Account, Reserve/Project Money Market Account, Investments, and Unrealized Gain (Loss). This will not be included in the Fundraising Revenue total.

This line item is higher than budgeted due to mutual funds performing well in 2025 with mutual funds making up the largest part of the investment portfolio.

500100 Grants – 119.54%

This line includes all private and public foundation grants for the five focuses of SLSF and any capital improvement grants.

This line item is higher than budgeted due to applying for a higher number of grants in 2025 with the assistance of the grant contractor.

600100 Fundraising Revenue – 99.56%

This line item includes all revenues received from fundraising events and endeavors, including restricted and unrestricted income and the Lightning Booster Club.

This line item is on target as budgeted and within the designated variance parameters.

700100 Donations – 162.53%

This line item includes all restricted and unrestricted revenues from donations not related to grants or fundraising events. Does not include In-Kind Donations.

This line item is higher than budgeted due to receiving a higher number of memorial donations and general donations, including \$30,000 from an individual donor who did not donate in 2024.

Administration Expenses

800101 Postage – 44.19%

This line item includes yearly post office renewal fees and postage.

This line item is less than budgeted due to SLSF sending less physical mail and taking advantage of reduced bulk mailing prices.

800102 Office Equipment – 100.44%

This line item includes all office supplies purchased, as well as miscellaneous event supplies.

This line item is on target as budgeted and within the designated variance parameters.

800103 Credit Card & Bank Fees – 105.37%

This line item includes all fees associated with credit card processing and bank fees.

This line item is on target as budgeted and within the designated variance parameters.

800104 Professional Memberships – 74.35%

This line item includes all expenses related to membership fees with the Rolling Meadows Chamber, Arlington Heights Chamber, Mount Prospect Chamber, GOA, Schaumburg Business Association, Associate of Fundraising Professionals and the Rotary Clubs of Schaumburg/Hoffman Estates, Buffalo Grove, Arlington Heights, and Palatine.

This line item is lower than budgeted due to no staff attending Arlington Lions meetings, no expenses incurred for Mount Prospect Junior Women's Club meals, and the Foundation opting not to join the Wheeling Chamber in 2025.

800105 Education/Training – 24.43%

This line item includes all expenses related to continuing education fees for fundraising development workshops.

This line item is lower than budgeted due to staff not attending the Nonprofit Storyteller Conference.

800106 Public Education/Info – 100.74%

This line item includes involvement with community organizations through networking events, Holiday Luncheon expenses, awards and recognition, memorial flowers/cards, SLSF marketing staff shirts and giveaways for events and volunteers. IPRF Silent Auction expenses go into and come out of this line item.

This line item is on target as budgeted and within the designated variance parameters.

800107 Printing – 27.69%

This line item includes the printing of the Annual Report, the Holiday Appeal, and any other printing expenses outside of the fundraising expense line items.

This line item is lower than budgeted due to SLSF moving to print items in house, along with sending more information via digital mail instead of physical mail.

800108 Professional Fees – 108.52%

This line item includes professional fees for the SLSF Audit, Charity Status Tax Filing, Attorney Fees, and the Annual Report Filing with the Secretary of State.

This line item is on target as budgeted and within the designated variance parameters.

800109 Marketing – 54.02%

This line item includes expenses for event advertising and social media boosts.

This line item is lower than budgeted due to not printing bus logos for event sponsors.

800110 Kevin's Club – 56.09%

This line item includes expenses related to Kevin's Club, such as apparel and recognition for members.

This line item is lower than budgeted due to being able to purchase many of the items for Kevin's Club at a reduced cost.

800111 Office Contractors – 96.77%

This line item includes expenses related to contractors for SLSF.

This line item is on target as budgeted and within the designated variance parameters.

800112 Miscellaneous Expense

This line item was used to write off differences between bank balances and balances shown in the financial software.

This line item was not budgeted in 2025, but it was used to write off a difference that was identified during the reconciliation process between the SLSF Operating account and the actual bank balance.

Fundraising Expenses

Fundraising Expenses include any event related expense, both restricted and unrestricted. Events include: The SLSF Fashion Show, St. Patrick’s Day Dinner, Palatine Hills Golf Classic, Bridges of Poplar Creek Golf Outing, Buffalo Grove Golf Classic, Moretti’s/NWSRA Golf Classic, Women’s Golf Outing, Arlington Classic Golf Outing, and the Celebrate Ability Gala. SLSF staff will continue to strive toward the 70/30 rule: spending only 30% of the gross event revenue.

800202 Food – 94.86%

This line item includes any event related expense for food.

This line item is on target as budgeted and within the designated variance parameters.

800203 Gifts – 57.67%

This line item includes any event related expense for gifts, such as tee gifts and favors.

This line item is lower than budgeted due to not all tee gifts for the season being purchased and SLSF securing donations to reduce the overall gift expense.

800204 Recognition – 105.83%

This line includes any event related expense to distribute a percentage of net event funds to the co-hosting organization, per the collaborative event agreement.

This line item is on target as budgeted and within the designated variance parameters.

800205 Prizes – 91.06%

This line includes any event related expense for raffle and auction prizes.

This line item is on target as budgeted and within the designated variance parameters.

800207 Printing – 83.70%

This line includes any event related expense for printing stationary.

This line item is lower than budgeted due to coming in under budget for printing invitations and programs for the Fashion Show and Gala.

800208 Supplies – 67.14%

This line includes any event related expense for one specific event.

This line item is lower than budgeted due to reducing supplies expenses across most events, most notably spending less on consignment and décor for the Celebrate Ability Gala, and not incurring expenses for hosting the St. Patrick’s Day Dinner in person, which was canceled and held as an online fundraiser.

800209 Booster Club – 81.57%

This line includes any expense for the Lightning Athletic Booster Club.

This line item is lower than budgeted due to athletics not spending all available restricted funds.

Grants Given

51-900101 Transportation – 100.00%

This line item includes any funds granted for the purchase and maintenance of accessible vehicles. This is one of the five focus areas for SLSF fundraising efforts granted to NWSRA.

This line item is on target as budgeted and within the designated variance parameters.

52-900101 Scholarships – 125.65%

This line item includes any funds granted for scholarships to NWSRA. This is one of the five focus areas for SLSF fundraising efforts granted to NWSRA.

This line item is higher than budgeted due to an increased need for scholarships within the NWSRA community.

53-900101 Inclusion – 75.76%

This line item includes any funds granted for Inclusion / ADA Compliance to NWSRA. This is one of the five focus areas for SLSF fundraising efforts granted to NWSRA.

This line item is lower than budgeted due to reallocating funds towards scholarships.

54-900101 Athletics – 100.00%

This line item includes any funds for purchases made toward uniforms, housing, transportation and more for NWSRA Lightning athletes. This is one of the five focus areas for SLSF fundraising efforts granted to NWSRA.

This line item is on target as budgeted and within the designated variance parameters.

55-900101 General Programs – 102.59%

This line item includes any funds used for general program support including PURSUIT, Snoezelen rooms, Adaptive Equipment and other newly developed programs. This is one of the five focus areas for SLSF fundraising efforts granted to NWSRA.

This line item is on target as budgeted and within the designated variance parameters.

Capital Projects

Includes capital improvements including ADA improvements, securing new NWSRA programming spaces, and specialty resource rooms.

900201-701 Accessible Greenhouse – 85.38%

This line item includes any expenses related to the Accessible Greenhouse project at the NWSRA Programming Space at the Wheeling Park District.

This line item is lower than budgeted due to spending less on supplies and not being charged additional labor for installation of the irrigation system.

900201-702 Music Room – 48.05%

This line item includes any expenses related to the renovation of the Music Room at the NWSRA Programming Space at the Rolling Meadows Park District.

This line item is lower than budgeted due to the project extending into 2026. The remaining restricted project funds will be spent in 2026.

900201-703 Buffalo Grove Media Room – 100.00%

This line item includes any expenses related to the Accessible Media Lab project at the NWSRA Programming Space at the Buffalo Grove Park District.

This line item is on target as budgeted and within the designated variance parameters.

This memo is for informational purposes only; no Board action is required at this time.

Old Business

[Return to Home](#)



Date: 3/17/2026
To: SLSF Board of Trustees
From: Anne Kiwala, Superintendent of Development
Andrea Griffin, President of Special Leisure Services Foundation
Re: Revised SLSF Board & Admin Manual

Requested Motion:

Motion to approve the revised SLSF Board & Admin Manual.

Background:

Legal counsel recently completed a review of the revised SLSF Board & Admin Policy Manual to ensure alignment with the Illinois Not For Profit Corporation Act and the SLSF Bylaws.

Counsel identified several areas requiring clarification or revision to eliminate inconsistencies, reduce ultra vires risk, and ensure the manual does not conflict with statutory requirements or governing documents. All recommended edits have been incorporated into the revised draft presented for approval.

As a general governance safeguard, references to the Bylaws were strengthened throughout the manual to clarify that the Policy Manual does not supersede the Bylaws and is subordinate in the event of any inconsistency.

Summary of Revisions:

Board Composition & Appointment of Trustees

- Revised board size range to no fewer than 11 and no more than 16 trustees, consistent with statutory requirements that the maximum number may not exceed the minimum by more than five.
- Eliminated language granting the President an individual veto over trustee term renewals.

Officers

- Clarified language regarding the role of President to avoid implication that the President position is automatically held by the Executive Director of Northwest Special Recreation Association.
- Revised officer term lengths to one-year terms, consistent with the Bylaws.

- Updated officer selection method to reflect annual election by the Board at the annual meeting, rather than appointment or two-year terms.

Board Member Removal/Resignation

- Clarified the definition of “proper notice” as 24 hours.
- Revised removal language to reflect that removal requires an affirmative majority vote of directors then in office, present and voting at a meeting with quorum, consistent with statute and Bylaws.
- Replaced language stating the President “will move forward with removal” to clarify that the President may move for removal, but does not have unilateral authority to remove a trustee.

Independent Trustee

- Updated language to reflect the IRS’s revised, multi-part definition of independence as outlined in Form 990 instructions - Simplified the section by referencing the IRS definition rather than restating it in full.

Purchasing Authority

- Revised delegation language to ensure purchasing authority is appropriately subject to Superintendent or President approval and cannot be unilaterally delegated by a Manager.

Investment Policy Statement

As part of the Board & Administrative Policy Manual update, the Investment Policy Statement has been revised based on feedback from Benjamin F. Edwards. The key updates are summarized below:

- **Clarified Objectives:** Established a primary goal of supporting sustainable grant spending while preserving purchasing power, with secondary objectives for long-term return (CPI + 3–4%) and moderate risk management.
- **Aligned Risk Tolerance with Portfolio:** Replaced absolute loss prohibitions with a long-term, process-based risk framework, recognizing short- and intermediate-term volatility as expected.
- **Updated Time Horizon:** Adopted a dual horizon approach—primary horizon: perpetual / long-term; secondary horizon: rolling 5-year period for liquidity and budgeting needs.
- **Strengthened Spending Policy:** Defined normal spending ranges, clarified conditions for exceptions, and set Board approval and review requirements for extraordinary distributions.

- **Refined Asset Guidelines:** Clarified investment restrictions, including credit quality standards, concentration limits, and treatment of alternative investments.
- **Modernized Market Assumptions:** Updated expected returns and asset class detail, including international and emerging markets, to align assumptions with current market data.

These revisions improve clarity, ensure long-term sustainability, and strengthen Board oversight of the Foundation's investments.

Governance Impact

These revisions:

- Ensure full consistency with the Illinois Not For Profit Corporation Act and SLSF Bylaws
- Eliminate provisions that could create governance or ultra vires risk
- Clarify officer election procedures
- Strengthen removal and meeting notice provisions
- Improve clarity and enforceability of administrative policies

Requested Action:

Staff recommends that the Board of Trustees approve the revised SLSF Board & Admin Manual as presented.



**BOARD & ADMIN
MANUAL**

Updated: March 2026
Reviewed by Attorney: February 2026
Approved by Board Action: Pending

Table of Contents

Table of Contents for the Special Leisure Services Foundation (SLSF) Board & Admin Manual based on existing policies:

I. Introduction

- Mission Statement
- Vision Statement
- Core Values
- Forward
- Purpose of the Manual
- Definitions
- Revision Process

II. Board Organization and Membership

- Overview of Board Responsibilities
- Recruitment and Orientation
 - Qualities of Potential Candidates
 - Recruitment Process (Steps 1–4)
- Board Member Annual Commitment Form
- Appointment of Trustees
- Duties of the Board
- Officers
- List of Board Members (Appendix)
- Attorney
- Board Member Removal / Resignation
- Board Evaluation Policy and Process

III. Board Meetings

- Annual Meetings
- Regular Meetings
- Special Meetings
- Electronic Attendance of Meetings
- Publication of Meeting Dates and Locations
- Notice of Meetings

- Quorum and Voting
- Minutes of Meetings
- Rules of Order

IV. Board Operation Guidelines

- Roll Call or Recorded Vote
- Board Packet Materials
- Board Meeting Agendas (Format and Distribution)
- Proclamations, Resolutions, and Motions
- Board Professional Development
- Code of Ethics
- Diversity, Equity, and Inclusion Statement
- Annual Trustee Meetings

V. Governance and Compliance Policies

- Conflict of Interest Policy
- Whistleblower Policy
- Document Retention and Destruction Policy
- Gift Acceptance Policy
- Donor Privacy Policy

VI. Finance

- Fiscal Year
- Annual Audit
- Purchasing Authority
- Net Asset Policy
- Investment Policy Statement
- Policy on Compensation and Reimbursement of Expenses
- Grant Management Policy

Appendices

- A. Policy Review Table
- B. Trustee Contact List
- C. Board Meeting Schedule
- D. Annual Budget
- E. Board Member Annual Commitment Form

I. INTRODUCTION

MISSION STATEMENT

Special Leisure Services Foundation (SLSF) exists to support children and adults with disabilities through philanthropy for Northwest Special Recreation Association (NWSRA).

VISION STATEMENT

Maximizing all philanthropic opportunities to build a future that is diverse and inclusive by opening doors through innovative services and community opportunities.

CORE VALUES

- **RELATIONSHIPS:** Fostering lasting partnerships through impactful collaborations.
- **INTEGRITY:** Developing loyalty through stewardship, transparency, and reliability.
- **SOCIAL EQUITY:** Building bridges to opportunity and breaking down barriers to access.
- **SUSTAINABILITY:** Innovative, adaptable, and responsive to the growing needs of the community while maintaining fiscal responsibility.

FORWARD

Special Leisure Services Foundation (SLSF) is the fundraising arm of NWSRA and is organized exclusively for the charitable, educational purposes as defined by Section 501(c)3 of the Internal Revenue Code of 1986. The purpose of the foundation is to enhance, support and promote quality therapeutic leisure services for participants with disabilities in cooperation with Northwest Special Recreation Association (NWSRA).

PURPOSE

The purpose of this manual is to set forth the policies of the Board of Trustees governing the operation of SLSF. All policies in the Board Manual are reviewed by the staff and approved by the Board of Trustees every 5 years or as deemed appropriate.

DEFINITIONS

For the purpose of this manual, the following terms shall have the definitions given herein:

- **Board** - is the Board of Trustees of the Special Leisure Services Foundation (SLSF)
- **Foundation** – refers to Special Leisure Services Foundation (SLSF)

- **Agency/Association** – refers to the Northwest Special Recreation Association (NWSRA)
- **Individuals with Disabilities** – Individuals who need special programming to accommodate mental or physical conditions that limit their ability to engage in one or more major life activities.
- **Manual** – This Board and Administrative Manual

REVISION

This manual will be reviewed every 5 years, but individual policies may be reviewed more frequently as specified within each policy. Any revisions or amendments may also be made at any of the regular meetings of the Board. A vote by the majority of the Board present at the meeting is required for approval. A copy of the manual shall be made available at the office of the President of Special Leisure Services Foundation (SLSF) and in the Trustees' shared digital folder.

To the extent that a provision or provisions of this manual are in conflict with state or federal laws or final court decisions, such provision(s) or parts of them will be superseded by the relevant laws or court decisions.

Policy Review and Approval – Section I.

Next Review: 5 Years / As Needed

Last Reviewed/ Approved by Board: Pending Board Approval

II. BOARD ORGANIZATION AND MEMBERSHIP

BOARD RESPONSIBILITIES

The Board supports the mission, vision and core values of the Foundation and provides mission-based leadership, strategic governance, and fiduciary oversight for the Foundation.

RECRUITMENT AND ORIENTATION

Recruiting quality board members, who are passionate about SLSF and providing funding for the Association's therapeutic programs and services, is a priority for the Foundation's success. This process involves attracting, orientating, engaging, appointing and retaining strong board members. The benefits of assembling the right nonprofit board means finding expert contributors, mission evangelists, staff cheerleaders, and passionate fundraisers to serve on the SLSF Board of Trustees.

Qualities of Potential Candidates:

- Understands the communities and the needs of individuals with disabilities
- Has a passion for the mission, vision and values of Special Leisure Services Foundation (SLSF)
- Willing to commit time for board meetings, planning sessions, special events and fundraising
- Serves as a team player who works well in a group
- Direct and unbiased communication style and fundraising approach

The Process:

Step 1

- The potential board candidate will be recruited through professional connections, personal contacts or advertisements (LinkedIn, Volunteer Match or other social media form) of board members and staff.
- The Superintendent of Development and the President will schedule a meeting with the candidate to determine if their philanthropic goals and interests align with the Foundation.
- If both parties agree to continue to move forward, then the Superintendent of Development will send an email to:
 - Set up the next meeting with staff for introductions
 - Provide links to both the Northwest Special Recreation Association (NWSRA) website and Special Leisure Services Foundation (SLSF) webpage for the candidate's review
 - Attach a Board Member Application requesting a return date prior to next scheduled meeting

Step 2

- An in person or virtual meeting will be scheduled with the Executive Director/President and the Superintendent of Development to introduce all parties and provide a holistic view of both agencies
- Potential candidates will receive the following materials:
 - Fact sheets for both organizations
 - Current Annual Report
 - Foundation event materials
 - Northwest Special Recreation Association (NWSRA) Organizational Chart

Step 3

- Potential candidates will have a scheduled tour of Northwest Special Recreation Association (NWSRA) sites and programs with either the Foundation staff or assigned Association staff within a month after the orientation meeting.

Step 4

- The potential candidate will attend the next scheduled board meeting for the Board of Trustees to approve and give formal consent for the candidate to serve on the Foundation Board.
- The newly inducted Trustee will receive the following information from the Superintendent of Development:
 - The organization's strategic plan
 - Most recent board meeting minutes
 - Schedule of board meetings (and locations), annual meetings and any other events they are required to attend
 - Contact information – board chair, members, staff contacts etc.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed/ Approved by Board: Updated 2026, Pending Board Approval

BOARD MEMBER ANNUAL COMMITMENT FORM

Each Trustee is required to complete and sign the Board Member Annual Commitment Form each year. This form documents the Trustee's annual commitment to Special Leisure Services Foundation (SLSF) and is included in the Appendix of this Manual.

Policy Review and Approval

Next Review: Annually

Last Reviewed / Approved by Board: Pending Board Approval

APPOINTMENT OF TRUSTEES

The number of Trustees shall be no less than 11 members and no more than 16 members, the exact number to be established from time to time by resolution of the Board. Trustees are named to the Board for a term of two years, which may be renewed as desired by the Board Member and by a majority vote of the Board.

- The NWSRA Board of Directors shall not occupy more than three seats.
- A minimum of eight community advocates for individuals with disabilities and business leaders will make up the remaining seats.
- NWSRA, by Resolution, shall name the President to operate as staff. If the President is a staff member other than the Executive Director of NWSRA, the Director shall have a voting seat on the Board. The Executive Director shall maintain full authority and discretion to oversee and manage the staff assigned to Foundation as President. The Executive Director of NWSRA shall serve in an advisory capacity to the officers of the Foundation Board and shall be the liaison between NWSRA and SLSF.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Updated 2026, Pending Board Approval

DUTIES OF THE BOARD

- Approve the Administrative Policies
- Approve the annual budget, audit and financial reports
- Approve strategic plan and development
- Monitor and approve the Foundation's investments
- Approve contractual agreements with outside organizations
- Represent the Foundation to stakeholders; act as an ambassador and advocate for the Foundation
- Ensure the Foundation has adequate resources by participating in fundraising activities
- Actively participate in Foundation Board Meetings coming prepared to discuss the business at hand

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

OFFICERS

The officers of the Foundation are:

- President
- Chair
- Vice-Chair
- Organizational Secretary and Treasurer

Officers are established through annual elections at the annual meeting.

Job Descriptions

President

The President shall be the principal executive officer and is responsible, under the board's direction, for developing the long-range plan for board approval, devising acceptable short- and medium-term objectives in pursuit of that plan, and then managing the organization's financial resources to meet those objectives. In the event that the President of the Foundation is also the Executive Director for Northwest Special Recreation Association (NWSRA), then the President will serve as an ex-officio (non-voting) member of the Board of Trustees

Specific Responsibilities:

- Responsible for the preparation and maintenance of the annual Foundation budget
- Responsible, with the approval of the Board, for investments of Foundation funds
- Accountable for the Foundation bookkeeping
- Prepare, or cause to be prepared, the Foundation annual report
- Oversees the preparation of all marketing and PR materials for the Foundation

The Board shall honor and respect the delegation of authority and responsibility to the President. The Board shall work directly with the President or, if needed, the Superintendent of Development rather than staff and shall not interject themselves into the day-to-day operations of the Foundation.

Requests for information concerning the Foundation's operations and programs shall be directed to the President or Superintendent of Development. Suggestions for new policies shall be referred to the President or Superintendent of Development for study, appraisal and final recommendation. Complaints shall be turned over to the President for investigation and disposition or for the President's recommendation as to disposition by the Board. The Board shall support approved actions of the President.

Board Chair

The Chair duties are to preside at all meetings of the Board; to sign all contracts and other documents authorized by the Board.

Responsibilities of the Chair are as follows:

- Is a member of the Board
- Is a partner with the President in achieving the organization's mission
- Provides leadership to the Board of Trustees, who sets policy and to whom the President is accountable
- Chairs meetings of the Board
- Encourages Board's role in strategic planning
- Discusses issues confronting the organization with the President
- Helps guide and mediate Board actions with respect to organizational priorities and governance concerns
- Reviews with the President any issues of concern to the Board
- Monitors financial planning and financial reports
- In conjunction with the President, evaluates annually the performance of the organization in achieving its mission
- Works closely with the staff and President
- Performs other responsibilities assigned by the Board

Vice Chair

The Vice-Chair duties are: in the absence of the Chair, to preside at the meetings of the Board and to perform such duties as pertain to the office of Chair, and to vote on all questions coming before the Board as well as.

Responsibilities of the Board Vice Chair are as follows:

- Is a member of the Board
- Performs Chair responsibilities when the Chair cannot be available (See Chair Job Description)
- Reports to the Board's Chair
- Works Closely with the Chair, other staff and the President
- Participates closely with the Chair to develop and implement officer transition plans

Secretary and Organizational Treasurer

The Secretary and Organizational Treasurer are to be present at all meetings of the Board, to keep accurate records of all official proceedings of the Board, be in charge and custody of and be responsible for all funds and securities of the Foundation, and to maintain signed copies of the minutes of the Board meetings.

Responsibilities of the Board Secretary and Organizational Treasurer:

- Is a member of the Board
- Maintains records of the board and ensures effective management of organization's records with staff
- Manages minutes of board meetings with staff
- Works with the staff to ensure approved minutes are distributed to Board members via the Board packet and are posted on the Foundation webpage after each meeting
- Works with the President to ensure sufficient familiarity with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings
- Reviews and ensures all financial awareness of the Foundation

Board Member at Large

Responsibilities of a Board Member at Large are as follows:

- Regularly attends board meetings and important related meetings
 - Volunteers and willingly accepts assignments
 - Completes all assignments given thoroughly and on time
 - Stays informed in all board matters
 - Is prepared for meetings, reviews and comments on minutes and reports
 - Participates in fundraising efforts of the Foundation

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

LIST OF BOARD MEMBERS

See the attached appendix for the current list of the Board of Trustees

Policy Review and Approval

Next Review: Annually / As Needed

Last Reviewed/ Approved by Board: Updated 2026, Pending Board Approval

ATTORNEY

The Board shall retain an attorney for the Foundation for such term as it shall determine. The attorney, along with the President, shall be the advisor to the Foundation Board in all legal matters.

The attorney shall draft all agreements and other instruments required by the Board or officer thereof and shall give opinions on all questions referred to by the Board or officer thereof. The attorney shall perform such other legal duties as required by the Board and shall be appointed and approved at the Annual meeting.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

BOARD MEMBER REMOVAL / RESIGNATION

Any member of the Board may resign from the Board at any time by submitting in writing of resignation to the Superintendent of Development or the President. If the Trustee misses consecutive board meetings without 24 hours notice or communication with the Board Chair or President or is otherwise unable to fulfill the obligations as a board member, the Trustee will offer their resignation or request a leave of absence. Alternatively, the President may ask for a motion from the Board for that Trustee to be removed by the affirmative vote of a majority of the Trustees then in office.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: New 2026, Pending Board Approval

BOARD EVALUATION POLICY AND PROCESS

Each trustee will participate in an annual individual evaluation designed to assess fulfillment of board commitments, including meeting attendance, preparation, participation, ambassadorship, fundraising responsibilities, and adherence to Foundation policies.

The evaluation process is intended to be constructive and supportive, helping trustees succeed in their role while ensuring the board as a whole remains effective.

Annual Trustee Evaluation Process

Step 1. Self-Assessment:

Each trustee will complete an annual self-evaluation reflecting on their attendance, engagement, preparation for meetings, ambassadorial activities, and overall contributions to Special Leisure Services Foundation (SLSF).

Step 2. Leadership Review:

The President and Superintendent of Development will review each trustee's participation over the past year, including:

- Meeting attendance and timeliness
- Responsiveness to board communications
- Participation in discussions and decision-making
- Commitment to fundraising expectations
- Representation of the Foundation's mission and values
- Compliance with all board policies, including the Code of Ethics and Conflict of Interest Policy

Step 3. Feedback Conversation:

Trustees will be invited to a confidential conversation with the President and Superintendent of Development to discuss strengths, areas for improvement, and future expectations.

Failure to Meet Commitments

If an evaluation indicates that a trustee is not meeting the expectations of board service, the President and Superintendent of Development will:

1. Discuss the concern with the trustee
2. Identify obstacles and offer support if appropriate
3. Establish clear expectations for improvement.

If a trustee continues to fall short of their commitments after this process, the President will move for removal of the Trustee.

Confidentiality

Evaluation results will be kept confidential between the trustee, the Board Chair, the Superintendent of Development, and the President.

Goal of the Policy

This policy reinforces the importance of trustee engagement and accountability, ensuring that every board member contributes meaningfully to advancing the

Foundation's mission and supporting individuals with disabilities through recreation and inclusion.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: New 2026, Pending Board Approval

III. BOARD MEETINGS

ANNUAL MEETINGS

Annual meetings of the Board shall be held on the first meeting of each year. Written notice of the meeting stating; the date, location and time of the meeting shall be provided no less than one week prior to the meeting date.

REGULAR MEETINGS

The Board meets four times a year; typically the third Tuesday of the month. All meetings will begin at 3:30 pm at Park Central, 3000 Central Road, Rolling Meadows. In the event of an alternative meeting location, all Trustees will be notified via email, phone and/or the Foundation webpage. A schedule of regular meetings is distributed at the third board meeting of each year.

SPECIAL MEETINGS

Special meetings of the Board may be called by the Chair or President with written request from two Trustees, between five (5) and forty (40) days' notice to each Trustee either personally, by mail, telephone, or electronically.

ELECTRONIC ATTENDANCE OF MEETINGS

Board members may participate in any Annual, Regular or Special Board meetings by electronic means. To attend a meeting by electronic means, the trustee's physical absence from the meeting must be due to one of the following:

- Personal illness or disability;
- Employment purposes or the business of the Northwest Special Recreation Association (NWSRA) or Special Leisure Services Foundation (SLSF) Board;
- A family or other emergency.

To attend by electronic means, the Trustee must notify the President or the Superintendent of Development not less than 24 hours before commencement of the meeting. A quorum of Trustees must be physically present. The meeting minutes shall identify the Board Members that attended in person and those who attended by electronic means.

PUBLICATION OF MEETINGS DATES AND LOCATIONS

The President, on or before January 1 of each calendar year, shall prepare a schedule of the Board's regular meetings for that year, listing the times and locations of such meetings. The schedule shall be available in the Administrative Offices, posted on the Foundation webpage, and made available to the public and the news media upon request.

NOTICE OF MEETINGS

The President shall give notice of all regular, special, rescheduled or reconvened meetings and changes therein of the Board in accordance with the then-existing statutes of the State of Illinois. Board packets are to be transmitted electronically to each Foundation Board Member and the meeting agenda will be posted to the Foundation webpage no less than five days prior to the Board Meeting.

QUORUM AND VOTING

At all meetings of the Board, at least 1/3 of the Trustees must be present in person to constitute a quorum, for the transaction of business. If a quorum is not present at any meeting of the Board, the Trustees present may adjourn the meeting to be reconvened at a later date or table topics that require a quorum vote.

MINUTES OF MEETINGS

The Secretary and Organizational Treasurer (Recording Secretary) will work with staff to prepare written minutes of all Board meetings.

Unofficial minutes of each Board meeting shall be transmitted electronically to all Board members via the Board packet and uploaded to the Foundation webpage, at least one week prior to the next scheduled Board meeting. The official minutes shall be approved by the Board at the succeeding meeting after any required corrections are made and shall be signed by the Organizational Secretary.

RULES OF ORDER

Roberts Rules of Order shall govern in all questions of procedure not herein otherwise provided.

Policy Review and Approval – Board Meetings Section

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

IV. BOARD OPERATION GUIDELINES

ROLL CALL OR RECORDED VOTE

A roll call vote or a recorded vote is a vote in which the names of those voting for and against a motion are recorded in the meeting minutes. The Secretary or Organizational Treasurer will work with staff to conduct a roll call vote for:

- Call to Order
- All actions requiring approval for finances or financial changes
- All actions that require changes of the Articles of Agreement or Board policy
- Approval of the budget
- Or any other actions requiring an individual vote by the Board

BOARD PACKET MATERIALS

Reports and information provided in the Board packets should be:

- Numbered for sorting and referencing ease
- Provided in a readable format for reading on a variety of electronic devices
- Provided electronically approximately one week prior to the board meeting
- Posted to the Trustees' electronic file storage
- Separate memos of explanation should accompany each motion

BOARD MEETING AGENDAS

The order of business or agenda for each meeting of the Board shall be determined by the President, subject to the approval of the Board. The agenda for board meetings shall include the following:

- Call to order – Roll Call
- Introduction of guests
- Approval of agenda
- Approval of previous meeting minutes
- Correspondence
- Reports: Foundation Reports, Marketing and Public Relations, and Northwest Special Recreation Association (NWSRA) programming report
- Review of Financial Statements/Investments
- Warrants
- Old business
- New business
- Information and action items
- Other
- Closed session (if needed)
- Adjournment

The agenda for each meeting shall be sent to the Board members no less than one week prior to a scheduled meeting. The agenda shall identify matters anticipated to be the subject of Board discussion and action in open session at such meeting. Matters not included on the agenda may not be the subject of Board action at the meeting.

The President and Administrative Coordinator will create two agendas: The Board Agenda and The Chair's Agenda. The Chair's Agenda will be created for all Board members and employees that will be presenting an agenda item at the Board meeting. The Chair's Agenda will be emailed prior to the Board meeting date.

PROCLAMATIONS, RESOLUTIONS, AND MOTIONS

The Board will officially take action in the form of a Resolution or Motion. The Board may make an affirmative public statement in the form of a Proclamation. The following are examples of when each is used:

- A Resolution or Motion may be adopted to express policy or procedural action, direct administrative or legal action, or to make a public statement
- A Proclamation may be used for the recognition of employees, board members, and events

BOARD PROFESSIONAL DEVELOPMENT

Conferences and workshops that may benefit a Board Member may be paid by the Foundation subject to budgetary limitations and Board approval.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

CODE OF ETHICS

Goal

To establish a set of principles and practices of the Special Leisure Services Foundation (SLSF) Board of Trustees that will set parameters and provide guidance and direction for board conduct and decision-making.

Code

Members of the Board of Trustees of the Special Leisure Services Foundation (SLSF) are committed to observing and promoting the highest standards of ethical conduct in the performance of their responsibilities on the Board of Special Leisure Services Foundation (SLSF). Board members pledge to accept this code as a minimum guideline for ethical conduct and shall:

Accountability

1. Faithfully abide by the Articles of Incorporation, by-laws and policies of Special Leisure Services Foundation.
2. Exercise reasonable care, good faith, and due diligence in organizational affairs.
3. Fully disclose, at the earliest opportunity, information that may result in a perceived or actual conflict of interest.
4. Fully disclose, at the earliest opportunity, information of fact that would have significance in Board decision-making.
5. Remain accountable for prudent fiscal management to association members, the Board, and nonprofit sector, and where applicable, to government and funding bodies.

Professional Excellence

6. Maintain a professional level of courtesy, respect, and objectivity in all Special Leisure Services Foundation activities.
7. Strive to uphold those practices and assist other Special Leisure Services Foundation members of the Board in upholding the highest standards of conduct

Personal Gain

8. Exercise the powers invested for the good of all members of the organization rather than for his or her personal benefit, or that of the nonprofit they represent.

Equal Opportunity

9. Ensure the right of all association members to appropriate and effective services without discrimination on the basis of geography, political, religious, or socio-economical characteristics of the state or region represented.

10. Ensure the right of all association members to appropriate and effective services without discrimination on the basis of the organization's volunteer or staff make-up in respect to gender, sexual orientation, national origin, race, religion, age, political affiliation or disability, in accordance with all applicable legal and regulatory requirements.

Confidential Information

11. Respect the confidentiality of sensitive information known due to Board service.

Collaboration and Cooperation

12. Respect the diversity of opinions as expressed or acted upon by the Special Leisure Services Foundation (SLSF) Board and membership, and formally register dissent as appropriate.
13. Promote collaboration, cooperation, and partnership among association members.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: New 2026, Pending Board Approval

DIVERSITY, EQUITY, AND INCLUSION STATEMENT

At Special Leisure Services Foundation (SLSF), we believe philanthropy has the power to create a more inclusive future. Diversity, equity, and inclusion are central to our mission of supporting children and adults with disabilities. We strive to ensure that every voice—regardless of age, ability, background, race, gender identity, or lived experience—is valued and respected. By weaving DEI into our fundraising, partnerships, and community engagement, we ensure that the resources we provide truly reflect and respond to the diverse needs of those we serve.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

ANNUAL TRUSTEE MEETINGS

All Trustees must meet with the Superintendent of Development on an annual basis. The Superintendent of Development's role at the meeting will be to listen and allow the Board Member to discuss:

- Reasons for serving on the Foundation Board
- Foundation's past year performance
- Ideas to increase fundraising efforts
- Personal fundraising commitment to Foundation
- Goals for Foundation's future
- Review Annual Commitment Form

The Superintendent of Development will be responsible for completing the annual meeting spreadsheet and sharing the information given by the Board Member with the President.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

V. Governance and Compliance Policies

CONFLICT OF INTEREST POLICY

Article I – Purpose

- The purpose of this Board Conflict of Interest Policy is to protect the Foundation’s interests when it is contemplating entering into a transaction or arrangement that might benefit the private interests of an officer or director of the Foundation or might result in a possible excess benefit transaction.
- This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.
- This policy is also intended to identify “independent” trustees.

Article II – Definitions

- **Interested person** - Any trustee or officer with governing Board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- **Financial interest** - A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - An ownership or investment interest in any entity with which the Foundation has a transaction or arrangement
 - A compensation arrangement with the Foundation or with any entity or individual with which the Foundation has a transaction or arrangement, or
 - A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Foundation is negotiating a transaction or arrangement.
 - Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.
 - A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board decides that a conflict of interest exists, in accordance with this policy.

Independent Trustee - A trustee shall be considered “independent” for the purposes of this policy if they are “independent” as defined in the instructions for the IRS 990 form.

Article III – Procedures

- **Duty to Disclose** - In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial

- interest and be given the opportunity to disclose all material facts to the Board.
- Recusal of Self – Any trustee may recuse themselves at any time from involvement in any decision or discussion in which the trustee believes they have or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.
 - Determining whether a Conflict of Interest Exists - After disclosure of the financial interest and all material facts, and after any discussion with the interested person, they shall leave the Board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board members shall decide if a conflict of interest exists.
 - Procedures for Addressing the Conflict of Interest:
 - An interested person may make a presentation at the Board meeting, but after the presentation, they shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
 - The Chair of the Board shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
 - After exercising due diligence, the Board shall determine whether the Foundation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
 - If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board shall determine by a majority vote of the disinterested trustees whether the transaction or arrangement is in the Foundation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.
 - Violations of the Conflicts of Interest Policy
 - If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
 - If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board determines the member has failed to disclose an actual or possible

conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV – Records of Proceedings

- The minutes of the Board shall contain:
 - The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's decision as to whether a conflict of interest in fact existed.
 - The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V – Compensation

- A voting member of the Board who receives compensation, directly or indirectly, from the Foundation for services is precluded from voting on matters pertaining to that member's compensation.
- No voting member of the whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Foundation, either individually or collectively, is prohibited from providing information to any Trustee regarding compensation.

Article VI – Annual Statements

- Each trustee and officer with Board delegated powers shall annually sign a statement which affirms such person:
 - Has received a copy of the Conflict of Interest Policy,
 - Has read and understands the policy,
 - Has agreed to comply with the policy, and
 - Understands the Foundation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.
- Each voting member of the Board shall annually sign a statement which declares whether such person is an independent trustee.

- If at any time during the year, the information in the annual statement changes materially, the trustee shall disclose such changes and revise the annual disclosure form.
- The President and Board Chair shall regularly and consistently monitor and enforce compliance with this policy by reviewing annual statements and taking such other actions as are necessary for effective oversight.

Article VII – Periodic Reviews

- To ensure the Foundation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:
 - Whether compensation arrangements and benefits are reasonable, based on competent survey information (if reasonably available), and the result of arm's length bargaining.
 - Whether partnerships, joint ventures, and arrangements with management organizations, if any, conform to the Foundation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement or impermissible private benefit or in an excess benefit transaction.

Article VIII – Use of Outside Experts

- When conducting the periodic reviews as provided for in Article VII, the Foundation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: 1/18/2021

WHISTLEBLOWER POLICY

Purpose

The purpose of this policy is to provide a mechanism for employees of the Special Leisure Services Foundation (SLSF) to report suspected illegal, dishonest, or fraudulent activities, and to ensure protections for those who make such reports in good faith.

Definition

A whistleblower is an employee who reports an activity they consider to be illegal, unethical, or dishonest to the appropriate parties specified in this policy.

The whistleblower:

- Is not responsible for investigating the activity or determining fault.
- Should exercise sound judgment to avoid baseless allegations.
- Will be subject to discipline, up to and including termination, if they intentionally file a false report.

Examples of Reportable Activities

Reportable illegal or dishonest activities may include, but are not limited to:

- Violations of federal, state, or local laws
- Financial wrongdoing, such as theft, embezzlement, or fraud
- Other unethical or dishonest conduct affecting the Foundation

Reporting Procedures

Employees who have knowledge of or concerns about such activities should report them to:

- Superintendent of Development, or
- President

Whistleblower Protections

1. Confidentiality

- The identity of the whistleblower will be kept confidential to the maximum extent possible.
- Disclosure may be necessary to conduct a thorough investigation, comply with the law, or provide accused individuals with legal rights of defense.

2. **Protection Against Retaliation**

The Foundation prohibits retaliation against whistleblowers for reports made in good faith. Retaliation includes, but is not limited to:

- Termination or demotion
- Decreased compensation
- Poor work assignments
- Threats or harassment

Employees who believe they are experiencing retaliation should contact the Superintendent of Development or the President immediately.

Note: Protection against retaliation does not provide immunity for personal wrongdoing that is alleged and investigated.

Investigation and Corrective Action

- All reports of illegal or dishonest activities will be promptly investigated.
- Corrective actions, including disciplinary measures, will be taken as necessary.

Review

This policy shall be reviewed every five years or sooner if regulatory changes require.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: 10/20/2020

DOCUMENT RETENTION AND DESTRUCTION POLICY

Purpose

The purpose of this policy is to ensure that Special Leisure Services Foundation (SLSF) retains records necessary for legal, fiscal, administrative, and historical purposes while disposing of superfluous materials in a secure, consistent manner. This policy helps the Foundation comply with federal and state requirements, protect confidential information, preserve institutional memory, and reduce storage burden.

Scope

This policy applies to all Foundation records: whether paper, microfilm, electronic files, email, removable media, or other formats that are created, received, or maintained by staff, contractors, volunteers, Board members, and third-party service providers.

Policy Statements

- The Foundation will retain records listed in the schedule below for the minimum periods shown. Where law or contract requires a longer retention, the longer period controls.
- Certain records must be kept permanently (see schedule). These documents will be maintained in secure storage.
- Destruction of records will be performed securely (shredding for paper; secure deletion/overwriting for electronic files) to protect sensitive and personally identifiable information.
- If litigation, government investigation, audit, or an internal investigation is reasonably anticipated, all document destruction related to the matter is suspended (litigation hold) until released in writing by the President. Failure to comply with a hold may result in disciplinary action.

Roles & Responsibilities

- **Board of Trustees:** Approves the policy and any material revisions.
- **President:** Ensures organization-wide implementation and compliance.
- **Superintendent of Development:** Maintains the retention schedule, oversees secure storage/destruction, documents destruction actions, and handles requests under litigation hold.
- **All staff, contractors & volunteers:** Follow this policy and preserve records when a hold is issued.

Retention Schedule

Permanent

- Articles of incorporation, bylaws and amendments, IRS determination letter, organizational minutes (Board & membership), annual audited financial statements, property deeds and titles, and historical records.

7 years

- Tax returns and supporting documentation

3–7 years

- Bank statements and reconciliations
- Expense records, invoices, receipts, credit card statements
- Grant records and supporting documentation

3 years

- General correspondence, routine program records and administrative documents, non-essential emails

Minimum 1–3 years

- Vendor contracts and agreements
- Insurance policies

Disposal

- Non-business materials and duplicates may be recycled or destroyed when no longer needed and not subject to a hold.

Electronic Records & Backups

- Electronic records are subject to the same retention schedule as paper records. If paper originals are scanned, the scanned copy must be legible and backed up; retain backup copies per this schedule.
- Backups may be overwritten in regular cycles **unless** they are the only existing copy of a record or are subject to a litigation hold.

Secure Destruction Procedures

- **Paper:** cross-cut shredding or secure document destruction service.
- **Electronic:** secure deletion or data-wiping tools; for physical media (hard drives, USBs), physical destruction where required.

Litigation Hold Process

- When litigation, audit, investigation or other legal action is known or reasonably anticipated, the President (or designee) will issue a written litigation hold notice to relevant staff and vendors describing the scope and preservation requirements. All related destruction is immediately suspended until the hold is lifted in writing.

Third-party Service Providers & Cloud Vendors

- Contracts with cloud storage, managed IT, or document destruction vendors must require secure handling of SLSF data, compliance with this policy, and notification of subpoena/hold requests. The Foundation must retain access to records required by this schedule.

Policy Review & Updates

This policy will be reviewed at least every three years (or sooner if legal/regulatory changes occur) by the President and Superintendent of Development and recommended to the Board for approval.

Exceptions

Exceptions to the policy require written approval from the President and notification to the Board Chair. Exceptions do not override legal or contractual obligations.

Policy Review and Approval

Next Review: 3 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

GIFT ACCEPTANCE POLICY

Purpose

The purpose of this gift acceptance policy is to govern the acceptance of gifts and to provide guidance to donors and their professional advisors in completing gifts. Gift acceptance policies help guide the efforts of Special Leisure Services Foundation in securing appropriate gifts which further its mission. They also provide for valuable safeguards which protect the interests of the Foundation and those who support its endeavors.

The following policies and guidelines focus on both current and deferred gifts, with special emphasis on various types of deferred gifts and gifts of non-cash property. These policies will in some instances require that the merits of a particular gift be considered by the Foundation President who has the authority to make a final decision.

I. Outright Gifts

A. Cash

1. Gifts in the form of cash and checks shall be accepted regardless of amount and will be credited at full face value. All checks should be made payable to Special Leisure Services Foundation (SLSF). To ensure compliance with the donor's wishes, outright gifts should be accompanied by a written statement of purpose.
2. Restricted gifts of cash are subject to the terms of paragraph 10, under the section of **General Gift Acceptance Guidelines**.

B. Pledges

1. Pledge commitments must be written and include the amount of the pledge, the pledge period, the date of the first payment, and the frequency of payments. The written pledge must contain the gift designation, purpose and any restrictions.

C. Publicly Traded Securities

1. Securities which are traded on the New York, American, or Over-the-Counter Stock Exchanges, as well as publicly-traded mutual funds, municipal and corporate bonds, treasury bills and notes, warrants, stock options and stock appreciation rights may be accepted by Special Leisure Services Foundation. Title to securities deemed to be readily transferable present no particular difficulty to Special Leisure Services Foundation. However, in cases where limitations may exist on the transfer of warrants, stock options and stock appreciation rights, the President may review such gifts in advance to determine if such gifts are acceptable.
2. It may be anticipated that all securities accepted by the Foundation will be immediately sold by the Foundation. In no event shall an employee or volunteer working on behalf of Special Leisure Services Foundation commit to a donor that a particular security will be held by the Foundation unless authorized to do so by the President.
3. It is the Foundation's preference that any gift of publicly traded securities be transferred from the donor's brokerage account to the designated primary Foundation brokerage account. The Foundation will also accept properly endorsed stock certificates.

D. Closely-Held Stock

1. Non-publicly traded securities may only be accepted after approval from the President.
2. Non-publicly traded securities accepted by Special Leisure Services Foundation (SLSF) should be accompanied by a qualified appraisal completed under the terms of the Internal Revenue Code governing such appraisals. Appraisals completed more than 60 days prior to the date of gift will not be considered qualified for charitable deduction purposes, and as such, will not serve as a valid indicator of the gift's value for internal recording purposes. The donor is expected to bear the cost of obtaining a qualified appraisal of closely-held stock shares.

E. Real Property

1. No gift of real estate, including but not limited to personal residence, rental properties, commercial office buildings, warehouses, land, leasehold interests, and recreational property, shall be accepted without prior approval of the President and legal counsel.
2. No gift of real estate shall be accepted without the Foundation, through a staff member or authorized representative, first conducting a site visit for the purpose of determining its suitability for the Foundation's investment portfolio, and its marketability.
3. No gift of real estate shall be accepted without first being appraised under the terms of the Internal Revenue Code governing such appraisals. The costs of such appraisal shall be borne by the donor.
4. The Foundation shall be particularly cautious in accepting commercial or other property which appears from a site visit to present special environmental hazards. As a matter of policy, the Foundation shall give serious consideration to authorizing, at Foundation expense, an environmental audit as part of documentation needed to conduct a thorough gift analysis.
5. Special attention shall be given to the receipt of real estate encumbered by a mortgage. All real estate with debt are required to have approval of the President and SLSF legal counsel.
6. Real estate shall not be accepted to fund a charitable gift annuity and will follow the Planned Giving Guidelines.

F. Personal Property

1. No personal property shall be accepted by Special Leisure Services Foundation (SLSF) that obligates ownership to be retained in perpetuity. No perishable property or property which will require special facilities, insurance, or security arrangements will be accepted without prior approval of the President. The Foundation shall retain full discretion as to the ultimate disposal of gifts of tangible personal property.
2. There are two types of personal property: tangible and intangible (intellectual property) assets.
 - Tangible assets can include: personal collections of art, books, coins, boats, cars or aircraft, securities, equipment, software, printed materials, food or other items use for hosting dinners.

- Intellectual property is an intangible asset that has been produced through creativity and innovation. These can include: patents, copyrights of cultural, artistic, and literary works, computer software under development.
 - Gifts of \$5,000 or less may be counted in any of the following ways:
 - o Value placed on the gift by a qualified independent appraiser.
 - o Value declared by the donor with a paid bill of sale or invoice and copy of the check or statement showing payment
 - o Value established by a purchaser's winning auction bid at a charity auction run by Special Leisure Services Foundation.
 - Gifts of real or personal property with values of more than \$5,000 should be counted at values placed on them by qualified independent appraisers, as required by the IRS for valuing non-cash charitable contributions.
- 3. Prior to formal acceptance, the Foundation shall endeavor to determine the legal status of the proposed property through an examination of appropriate legal records, obtaining of title evidence, and other documents.
- 4. No tangible personal property shall be accepted by Special Leisure Services Foundation (SLSF) that obligates it to retain ownership of it in perpetuity. No perishable property or property which will require for safeguarding purposes special facilities, insurance, or security arrangements will be accepted. The Foundation shall retain full discretion, through the President, as to the ultimate disposition of gifts of tangible personal property.

G. Other Property

1. Other property of any description, including but not limited to mortgages, notes, contracts, copyrights, royalties, and easements, and whether real or personal, shall only be accepted by approval of the President and legal counsel.

Deferred Gifts

A. Bequests

1. Gifts under wills (bequests) shall be actively encouraged by Special Leisure Services Foundation (SLSF).
2. In the event of an inquiry by a prospective donor/legator, representations as to the future acceptability of property proposed to be left to Special Leisure Services Foundation in a will shall only be made in accordance with the terms and provisions contained within these policies and guidelines.
3. The Foundation retains the right to reject bequests if legal counsel determines the gift is not in the best interest of the Foundation.
4. Attempts shall be made to discover bequest expectancies wherever possible in order to provide better service to the donor.
5. The Superintendent of Development and other authorized staff shall closely monitor the estate settlement/probate process to ensure accurate and timely distributions of charitable bequests to the Foundation.
6. If a donor requests that the Foundation appoint an executor/personal representative for their estate, legal counsel shall review the request and recommend how to proceed.

B. Living Revocable Trusts

1. The Superintendent of Development and other authorized staff shall closely monitor the trust termination process to ensure accurate and timely distributions to the Foundation. They shall also be responsible for assessing the suitability of the assets to be distributed to the Foundation as measured against the Foundation's investment portfolio and policies, and for bringing before the President any asset requiring further review prior to acceptance, e.g. real property, closely-held stock shares.

C. Charitable Remainder Trusts

1. All charitable remainder trusts for which the Foundation serves as trustee, are established and managed through the Superintendent of Development. Special Leisure Services Foundation (SLSF) may choose to act as a trustee of a charitable remainder trust funded at a level of \$100,000 or more which designates the Foundation as the sole irrevocable beneficiary. It may also choose to serve as trustee for a charitable remainder trust funded at a level of \$200,000 or more which

designates no more than two irrevocable beneficiaries, one of which is the Foundation. The decision to serve or not to serve as trustee will be made by the President.

2. For those charitable remainder trusts for which Special Leisure Services Foundation (SLSF) is trustee, the payout provision which delineates the income interest of the donor(s) shall reflect the investment climate and prevailing market conditions at the time of the trust's establishment and will be approved by the President.
3. Special Leisure Services Foundation will charge to all charitable remainder trusts of which it is trustee all fees and costs incurred by the trust by corporate firms to which the Foundation may delegate investment and administration.
4. The Superintendent of Development and other employees and volunteers acting on behalf of Special Leisure Services Foundation (SLSF) should be familiar with the types of property generally regarded as suitable for funding charitable remainder trusts. No Foundation representative shall encourage donors to make gifts of any property to charitable remainder trusts without review by the Superintendent of Development.
5. The Superintendent of Development shall exercise oversight authority over charitable remainder trusts for which Special Leisure Services Foundation (SLSF) serves as trustee to the extent of ensuring Foundation compliance with applicable state and federal laws, maintaining appropriate forms, filing federal and state reports as needed, distributing income payouts to non-charitable beneficiaries, and reporting major issues and concerns.

D. Charitable Gift Annuities

1. As of the date of adoption of these Gift Acceptance Policies, Special Leisure Services Foundation (SLSF) does not offer a Charitable Gift Annuities option to donors. However, the Foundation retains the right to establish such an option at some future time as circumstances warrant.

E. Remainder Interest in Real Property

1. Life estate agreements shall be encouraged whereby deed transfer takes place during a donor's or donors' lifetime(s) for a personal residence while the donor(s) retain(s) the usage of the property for life.
2. A life estate agreement between the Special Leisure Services Foundation (SLSF) and a donor(s) shall not be consummated without prior approval of the President.

3. No gift of real estate shall be accepted without the Foundation, through a staff member or authorized representative, first conducting a site visit for the purpose of determining its suitability for the Foundation's investment portfolio, and its marketability.

The Foundation shall be particularly cautious in accepting remainder interests in residential or farm property which appear from a site visit to present special environmental hazards. As a matter of policy, the President shall give serious consideration to authorizing, at Foundation expense, an environmental audit as part of the documentation needed to conduct a thorough gift analysis.

4. No gift of a remainder interest in real property shall be accepted without the property first being appraised by a party chosen by Special Leisure Services Foundation (SLSF) who shall have no business or other relationship to the donor. Such an appraisal shall be viewed as a "qualified appraisal" under the terms of the Internal Revenue Code governing such appraisals. In general, the costs of such appraisal shall be borne by the donor.
5. In general, the Foundation will give favorable consideration to accepting remainder interests in unencumbered real estate which it believes to be highly marketable.
6. Receipt of remainder interests in real property encumbered by a mortgage must be approved by the President.
7. Any employee or other individual authorized to act on behalf of Special Leisure Services Foundation (SLSF) during negotiations with the donor(s) shall inform such donor(s) in advance they will be responsible for all costs associated with maintenance, taxes, and insurance during the period of life tenancy.
8. Through mutual written agreement, Special Leisure Services Foundation (SLSF) and life tenant(s) may jointly agree to sell a residential or farm property, and to divide the sales proceeds proportionately according to the parties' respective interests in the property.
9. The President shall exercise oversight authority with respect to creating and administering life estate gifts, and shall be responsible for ensuring compliance with applicable federal and state laws governing gifts of remainder interests in real property.

F. Charitable Lead Trusts

1. Special Leisure Services Foundation (SLSF) may choose to act as a trustee of a charitable lead trust funded at a level of \$250,000 or more which designates the Foundation as the sole irrevocable income beneficiary. The decision to serve or not to serve as trustee will be made by the President acting upon the recommendation of the Superintendent of Development.
2. Special Leisure Services Foundation (SLSF) will charge to all charitable lead trusts of which it is trustee all fees and costs incurred by the trust and charged by corporate firms to which the Foundation may delegate investment and administration. For those trusts for which the Foundation continues to exercise administrative and investment oversight, the Foundation shall not charge a trustee fee.

G. Life Insurance

1. Special Leisure Services Foundation (SLSF) shall accept gifts of life insurance in which the donor has named the Foundation as a beneficiary of all or a portion of the benefits of the life insurance policy. Donors may also give outright ownership of policies naming Special Leisure Services Foundation (SLSF) as the sole beneficiary of such policies.
2. Special Leisure Services Foundation (SLSF) shall not accept donated policies which require co-payments of ongoing premiums, have substantial indebtedness or have assignments of interests or beneficiaries other than the Foundation.
3. Special Leisure Services Foundation (SLSF) may agree to accept gifts from donors to pay premiums for life insurance policies on the donor's life which are owned by the Foundation.
4. In cases of a donated policy which is not paid-up, and on which the donor has failed to make ongoing premium payments, the President shall review the situation with the goal of determining whether the Foundation wishes to continue to make premium payments from its own funds to preserve the policy's future death benefit and substantial cash value.
5. No insurance products may be endorsed for use in funding gifts to Special Leisure Services Foundation (SLSF) without prior approval of the President.
6. In no event shall lists of Special Leisure Services Foundation (SLSF) donors be furnished to anyone for the purpose of marketing life insurance for the benefit of donors and/or Special Leisure Services Foundation

(SLSF). This policy is based on the fact that this practice represents a potential conflict of interest, may cause donor relations problems, and may subject Special Leisure Services Foundation (SLSF) to state insurance regulation should the activity be construed as involvement in the marketing of life insurance.

H. Pooled Income Funds

1. As of the date of adoption of these Gift Acceptance Policies, Special Leisure Services Foundation (SLSF) does not offer a pooled income fund option to donors. However, the Foundation retains the right to establish such a fund at some future time as circumstances warrant.

II. Payment of Fees Related to Gifts to Special Leisure Services Foundation

A. Finder's Fees or Commissions

1. Special Leisure Services Foundation (SLSF) will not pay any fee to any person as consideration for directing a gift to Special Leisure Services Foundation. It is understood that such fees may or may not be legal and that in the case of irrevocable deferred gifts which involve management of assets, the payment of such fee may subject Special Leisure Services Foundation (SLSF), its management, and Board of Trustees to federal and state security regulation.
2. In no event whatsoever will a commission or finder's fee of any type be paid to any party in connection with the completion of a gift to Special Leisure Services Foundation (SLSF) for the right to receive such gift.

B. Professional Fees

1. Special Leisure Services Foundation (SLSF) will pay reasonable fees for professional services rendered in connection with the completion of a gift to the Foundation. Such fees may include, but not be limited to, charges for legal counsel, accounting services, appraisals, actuarial computations, title recordings, and environmental audits. Unusual charges shall not be incurred nor paid without the prior approval of the President.
2. In the case of legal, accounting and other professional fees, an attempt shall be made to ascertain the reasonableness of these fees prior to payment. An hourly breakdown of time should be requested. In cases where the fees appear to be excessive, the summary of fees shall be submitted to the President for further review and approval prior to payment.

3. All legitimate fees related to the completion of a gift shall be fully disclosed to the donor(s) during the course of gift discussions with a representative of the Foundation.
4. In cases where the persons receiving fees were initially employed by the donor and Special Leisure Services Foundation (SLSF) is asked to pay the fees involved, the donor shall be notified that the payment of such fees may result in taxable income to the donor in the amount of the fees paid.
5. In situations where advisors retained by Special Leisure Services Foundation (SLSF) prepare documents or render advice in any form to Special Leisure Services Foundation and/or a donor to Special Leisure Services Foundation (SLSF), it shall be disclosed to the donor that the professional involved is in the employ of Special Leisure Services Foundation and is not acting on behalf of the donor; and that any documents or other advice rendered in the course of the relationship between Special Leisure Services Foundation (SLSF) and the donor should be reviewed by independent counsel for the donor prior to completion of the gift.

III. General Gift Acceptance Guidelines

1. Adherence to Laws

Authorized staff and other representatives of Special Leisure Services Foundation will not accept any gift which violates Internal Revenue Code requirements or any other federal or state laws.

2. Tax Exempt Status

Authorized staff and other representatives of Special Leisure Services Foundation will not accept any gift which would improperly inure to the benefit of any individual or in a manner that would jeopardize the tax exempt status of either Special Leisure Services Foundation as determined upon advice of counsel.

3. Authorized Solicitors

Only the authorized staff and representatives of Special Leisure Services Foundation shall solicit and donor with respect to both outright and deferred gifts.

4. Ethical Considerations

Authorized staff and representatives of Special Leisure Services Foundation shall perform in an ethical manner during the course of their dealings with donors. Extreme caution should be exercised to avoid pressure or undue persuasion during gift discussions. The role of the staff member or representative is to inform, advise and assist the donor in effectuating his/her charitable giving plans. All authorized staff and representatives shall adhere to applicable codes of ethics such as those promulgated by the Association of Fundraising Professionals and the Partnership for Philanthropic Planning.

5. Confidentiality

All information concerning prospective and current donors, including names and addresses, financial information, estate planning information, and other data of a private nature will be kept strictly confidential by Special Leisure Services Foundation unless the donors grant permission to use selective information for purposes of referral, testimonial or example as the discretion of authorized representatives.

6. Professional Advice

Prospective donors shall be advised to consult their attorney, accountant or other professional advisors in all matters related to deferred gift instruments or other planned gifts involving tax and legal considerations prior to the completion of final agreements. If a Special Leisure Services Foundation staff member or representative makes a referral to any advisor, it shall be understood that the advisor is retained at the donor's cost to represent his or her interests.

Although Special Leisure Services Foundation should not be in the position of giving tax advice, donors must be informed of certain consequences related to their gifts. These include, but are not limited to, sharing information with donors about federal appraisal requirements (and related forms), alternative minimum tax considerations where applicable, and other tax concerns most typically associated with deferred gift arrangements.

7. Drafting of Documents

While Special Leisure Services Foundation will not finalize a donor's will or charitable remainder trust, it will, through its legal counsel suggest language for inclusion in a charitable bequest will provision, and draft charitable remainder and lead trust documents. Every attempt should be made to send such draft language and documents directly to the donor's attorney for review.

8. Conflict of Interest

The interest of the donor shall come before the interest of any staff member or authorized representative of Special Leisure Services Foundation. No program, agreement, trust, contract or commitment shall be urged upon any donor or prospective donor which would benefit Special Leisure Services Foundation at the expense of the donor's interest and welfare. In the case where an inevitable conflict of interest arises, e.g. deceased donor names both a staff member and the Foundation as beneficiaries of his/her estate, the Foundation shall take appropriate action to discuss this conflict with the affected staff member or authorized representative for the purpose of deciding upon a course of action which will eliminate any impropriety or the appearance of impropriety.

9. Promotional Policies

Special Leisure Services Foundation staff and authorized representatives shall promote the Foundation in a tasteful and dignified manner consistent with the Foundation's stature and reputation. All printed materials pertaining to charitable contributions shall be reviewed in advance by the appropriate staff member to ensure consistency with other Foundation publications with respect to content and appearance.

10. Restricted Gifts

Special Leisure Services Foundation shall accept those outright gifts of a restricted nature which meet its own internal guidelines and priorities and which comply with all federal and state laws. The Foundation reserves the right, with the donor's approval, to change the designated purpose or purposes of a restricted gift if the purpose or purposes should become distressed to the extent that it is impractical or illegal to comply with the restrictions.

In the case of deferred gifts, the Foundation shall also accept all such gifts of a restricted nature which further its general purposes and which comply with all federal and state laws. The Foundation retains the right to renounce any interest in a donor's estate if it appears that the restrictions of a gift will be impossible to meet, or if the nature of the donated asset, e.g. contaminated real property, poses serious financial and administrative implications for the Foundation. If the donor restricts his/her gift to current operations, the donor's restriction shall take precedence subject to the Foundation's right to refuse such gift or to negotiate an alternative use.

11. Endowments

Endowments will serve one of the five pillars as directed by Board. Donors may prefer to direct an endowment toward a specific purpose in writing to the Board. Endowments will be corpus protected; only earnings made from endowment funds will be spent toward a purpose in a given fiscal year. However, the donor may choose to direct a percentage of the endowment to be spent within a given fiscal year, given that the donor's endowment funds are available in the SLSF account.

Donor may choose to make a multi-year pledge, with a minimum endowment of \$10,000, and a maximum 5-year pledge. For example, if a donor chooses to make a pledge of \$10,000 over the course of 5 years, that donor would pledge \$2,000 for 5 years.

Donors may also have the option of making a monthly donation through a credit or debit card, where SLSF would charge 1/12 of the annual obligation per month.

Modification/Amendment of These Policies

Special Leisure Services Foundation reserves the right to modify or amend these policies at any time.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: 5/19/2020

DONOR PRIVACY POLICY

Purpose

The Special Leisure Services Foundation (SLSF) respects the privacy of its donors and is committed to protecting the confidentiality of personal and financial information. This policy outlines the types of information collected, how it is used, and the measures SLSF takes to ensure donor information is secure.

Scope

This policy applies to all Board members, staff, and volunteers who handle donor information. It covers all donors, including individuals, corporations, foundations, and other entities that contribute to SLSF.

Types of Information Collected

SLSF may collect the following information from donors:

- Name, address, phone number, and email address
- Donation amount and frequency
- Payment information (e.g., credit card or bank account details)
- Personal preferences and interests regarding SLSF programs or events
- Communication preferences (mail, email, phone, etc.)

Use of Donor Information

SLSF uses donor information solely for purposes that support the mission, including:

- Processing donations and sending acknowledgments or receipts
- Providing information about programs, services, events, or campaigns
- Fulfilling donor preferences and interests
- Complying with legal and regulatory requirements

Donor information will never be:

- Sold, traded, or shared with unrelated third parties for marketing purposes
- Used for any purpose unrelated to SLSF's mission without explicit consent

Protection of Donor Information

SLSF maintains reasonable administrative, technical, and physical safeguards to protect donor information from unauthorized access, disclosure, alteration, or destruction.

Communication and Opt-Out

Donors have the right to:

- Opt out of receiving communications from SLSF at any time
- Request updates or corrections to their contact information
- Request that their information not be shared with other organizations

Requests can be submitted via email, phone, or mail to the President or the Superintendent of Development.

Confidentiality of Bequests and Planned Giving

Information about bequests, estate gifts, or other planned giving arrangements is treated with the highest level of confidentiality and is shared only with authorized staff or Board members on a need-to-know basis.

Review and Compliance

The Board of Trustees will review this policy at least once every five years or as needed to ensure compliance with applicable laws and best practices. All staff and Board members are responsible for adhering to this policy and for reporting any suspected breaches to the President or Board Chair.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: New 2026, Pending Board Approval

VI. Finance

FISCAL YEAR

The fiscal year shall be January 1 to December 31

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

ANNUAL AUDIT

An independent audit shall be conducted annually for each fiscal year by a certified public accounting firm approved by the Board. A copy of the completed audit will be maintained at the Administrative Office and made available for public inspection.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

PURCHASING AUTHORITY

Authority to make purchases is granted to employees only upon approval from the Superintendent and/or President, in accordance with established standard operating procedures. All purchases must align with the approved annual budget and comply with the financial procedures of Special Leisure Services Foundation (SLSF). The President shall sign all checks as the primary (first) signer. Check co-signature requirements are as follows:

- Under \$500: May be co-signed by the Manager of Development, Superintendent of Development, or the Superintendent of Communications and Technology.
- \$500 to under \$30,000: Must be co-signed by either Superintendent of Development or the Superintendent of Communications and Technology.
- \$30,000 and above: Must be co-signed by the Foundation's Organizational Treasurer.

In the absence of the President, written authorization must be provided designating an alternate signer: either the Superintendent of Development or the Manager of Development. All payments shall be included in the monthly expenditure list and warrant presented to the board.

Credit Card Limits by Position

SLSF maintains organizational credit cards to support fundraising, event, and operational needs. Credit card issuance and limits are based on job responsibilities and require approval from the President. All cardholders must comply with Northwest Special Recreation Association (NWSRA) credit card policies, including timely submission of receipts, adherence to assigned limits, and use strictly for business-related expenses. Monthly credit card statements will be reviewed by the Finance Manager and included in the expenditure list presented to the board.

Standard Credit Card Limits:

- **President:** \$15,000 credit limit
- **Superintendent of Development:** \$15,000 credit limit
- **Superintendent of Communications & Technology:** \$5,000 credit limit
- **Manager of Development:** \$7,500 credit limit
- **Events Coordinator:** \$7,500 credit limit

Credit card limits may be adjusted based on operational needs with written approval from the President and documentation retained by the Finance Department. Misuse of credit cards may result in disciplinary action, revocation of card privileges, or reimbursement requirements.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: New 2026, Pending Board Approval

NET ASSET POLICY

Philosophy

Special Leisure Services Foundation (SLSF) believes that strong financial management principles require sufficient funds be retained to provide a stable financial base at all times. To retain a stable financial base, the Foundation needs to maintain a net asset policy sufficient to support financial flexibility, sustain operations, through delays in payments of committed funding or to pay for

onetime non-reoccurring expenses. The Foundation must provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature.

The purpose of this policy is to specify the size and composition of the Foundation's Operating

Fund and Restricted Reserve Fund and set the annual balance recommendation for both funds. No change or removal of the net assets may occur without approval by resolution of the Board of Trustees. The net assets may be used for a specific purpose authorized by the President of the Board. The ongoing operation and oversight of the net assets is delegated to the Foundation President.

Minimum Unrestricted Net Asset Levels

This policy applies to SLSF's funds as follows:

A. Operating Fund: Operating Funds are the general fund of Special Leisure Services Foundation (SLSF). They are used to account for day to day operational costs. The Operating Fund is established to maintain fiscal sustainability. 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.

B. Restricted Reserve Fund: Restricted Reserve Funds are dedicated for restricted funds that will be used for specific projects (budgeted or unbudgeted) that have been board approved. Allocated funds may remain in the restricted reserve fund for a maximum of three years. However, the period can be extended in the event extenuating circumstances arise, with Board approval. The minimum balance will be the required amount designated by the financial institutions recommendation.

The Restricted Reserve Funds are secured through:

- grants received
- the audited net income from the previous fiscal year
- transfer of funds from Investments

Authority

A. Staff will present to the Board of Trustees the proposed starting balance for the Operating Fund and the fund amounts identified for specific projects/items to be held in the Restricted Reserve Fund for the proposed upcoming fiscal year budget.

B. Formal action to commit to the proposed fund balances must occur at the first annual meeting of the fiscal year by the Board of Trustees.

C. An agency-imposed constraint on spending the operating and restricted reserve fund balance is based on the Foundation's intent to use net asset for specific purpose. The authority to spend down the funds is delegated to the Foundation President.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: 5/19/2020

INVESTMENT POLICY STATEMENT

EXECUTIVE SUMMARY

Type of Fund: Endowment Fund

Tax Status: Tax Exempt

Primary Objective:

- Support sustainable spending for grants while preserving the long-term purchasing power of the Fund over full market cycles.

Secondary Objectives:

- Target a long-term nominal rate of return of CPI + 4% (or CPI + 3–4% net of fees).
- Manage downside risk consistent with a moderate risk tolerance.
- Achieve a balanced accomplishment of capital growth, income, and preservation of principal.

Investment Time Horizon:

- Primary Horizon: Perpetual (endowment-style, intergenerational sustainability).
- Secondary Horizon: Rolling 5-year period for budgeting, liquidity planning, and spending.

Asset Allocation Target:

- 60% Equities
- 35% Fixed Income
- 5% Cash (Subject to permissible ranges and rebalancing guidelines.)

Spending Target:

- Normal annual spending range: 2–5% of total portfolio market value (based on 5-year rolling average).
- Temporary exceptions require formal Board resolution and may trigger policy review.

Liquidity Requirements:

- Short-term liquidity needs anticipated at approximately 0–5% annually.

PURPOSE

This Investment Policy Statement (IPS) reflects the investment policies, objectives, and constraints of the Special Leisure Services Foundation (the "Foundation"). The purpose of this IPS is to define the Foundation's investment objectives in order to develop a strategy that can help meet its long-term goals.

This statement is intended to clarify expectations, establish guidelines consistent with the Foundation's investment profile, and create continuity in investment direction through open communication among the Board of Trustees, Investment Consultant, and Investment Managers.

The IPS is intended to be sufficiently specific to be meaningful, yet flexible enough to be practical. Short-term market fluctuations should not require frequent changes to this IPS.

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

The Board of Trustees has fiduciary responsibility for the management of Fund assets. The Board shall discharge its duties solely in the interest of the Fund with the care, skill, prudence, and diligence that a prudent person acting in a like capacity would use.

The Board, along with day-to-day assistance of the Finance Manager shall:

- Establish reasonable and consistent investment objectives and guidelines.
- Select and monitor qualified investment professionals.
- Determine risk tolerance and time horizon.
- Evaluate investment performance regularly.
- Recommend changes to this IPS as necessary.

STATEMENT OF OBJECTIVES

Main Purpose of Funds

The Foundation desires to build and maintain a long-term fund that supports grant-making activities while preserving real purchasing power. The Fund is intended to operate in a manner consistent with endowment-style investing.

Investment Objective

The Fund shall seek accumulation of capital achieved through a balanced accomplishment of capital growth, income generation, and preservation of principal, consistent with supporting sustainable annual spending.

Time Horizon

The Foundation recognizes a dual time horizon:

- Primary Horizon (Perpetual): The Fund is intended to operate in perpetuity, supporting grants over full market cycles.

- Secondary Horizon (Rolling 5-Year): Used for budgeting, liquidity planning, and determining spending based on a 5-year moving average of portfolio market value.

DEFINITION OF RISK AND VOLATILITY

The Board recognizes that risk may be defined in multiple ways, including:

- The probability of not meeting long-term return objectives.
- The probability of not maintaining purchasing power.
- The volatility of investment returns.

The Board acknowledges that short-term and intermediate-term market losses are unavoidable and accepts this risk in pursuit of long-term objectives.

Risk Tolerance

The Foundation's risk tolerance is best described as moderate. The Board understands that a portfolio with a target allocation of approximately 60% equities may experience meaningful short-term volatility and temporary declines in market value. Such declines are acceptable within the context of long-term objectives.

LIQUIDITY NEEDS

To reduce the likelihood of forced asset sales, the Board shall periodically provide estimated net cash flow needs to the Investment Consultant.

A portion of assets shall be maintained in cash or cash equivalents, including money market funds and short-term U.S. Treasury obligations, sufficient to meet anticipated short-term obligations.

SPENDING POLICY

The Investment Committee shall recommend an annual spending rate expressed as a percentage of total portfolio market value.

Spending Methodology:

- Calculated using a 5-year rolling average of portfolio market value with a one-year budgeting lead.

Normal Spending Range:

- 2–5% annually.

Exceptions:

- Spending above 5% requires formal Board resolution.
- Exceptions should be based on extraordinary circumstances.
- Approval of an exception may trigger review of this IPS.

PERFORMANCE EXPECTATIONS

Over full market cycles, the Fund seeks:

- A long-term nominal return of CPI + 4%.
- Returns sufficient to support spending and preserve purchasing power net of fees.

Performance shall be evaluated over rolling 3-, 5-, and 7-year periods, with emphasis on full market cycle results rather than single-year outcomes.

Capital Market Assumptions

Capital market expectations shall be reviewed periodically and updated as needed.

Updated data may include:

- Domestic large-cap (growth and value)
- Small-cap equities
- International developed markets
- Emerging markets
- Core fixed income
- Historical drawdowns and volatility measures

INVESTMENT STRATEGY GUIDELINES

Asset Allocation Parameters

Target Allocation:

- Equities: 60%
- Fixed Income: 35%
- Cash: 5%

Ranges may be established by the Investment Committee to allow flexibility and rebalancing consistent with strategic objectives.

Strategic Rebalancing

Asset allocation shall be monitored regularly. Rebalancing may occur through cash flows or buy/sell decisions when allocations fall outside acceptable ranges.

SECURITIES GUIDELINES

Equities

- Emphasis on diversification and liquidity.
- Concentration limits at the individual security level may be applied where appropriate; however, diversified mutual funds and ETFs are not subject to strict single-company percentage limits.

Fixed Income

- Focus on high-quality securities.
- Investment-grade standards apply at the portfolio level; diversified funds may hold limited non-investment grade exposure consistent with prudent management.
- Duration and maturity limits apply primarily to directly held securities.

Cash and Cash Equivalents

- High-quality, liquid instruments.
- Idle cash invested in interest-bearing vehicles in a timely manner.

Prohibited Assets and Transactions

Unless specifically authorized:

- Letter stock and unregistered securities.
- Commodities and futures contracts.
- Direct private placements.
- Margin transactions.
- Short selling.
- Speculative derivatives.
- Hedge funds, interval funds, or private credit vehicles (unless approved by formal amendment).

SOCIAL CONSIDERATIONS

The Foundation seeks to invest in a manner consistent with its mission and values. To the extent practical and consistent with fiduciary obligations:

- Investments should promote the hiring, care, and well-being of individuals with disabilities.
- Investments known to discriminate against individuals with disabilities should be avoided.
- Certain industries may be restricted as determined by the Board.

In the event of conflict between social considerations and fiduciary return objectives, fiduciary responsibility shall remain paramount.

PROFESSIONAL MONEY MANAGERS

Managers must:

- Be properly registered under applicable law.
- Provide time-weighted historical performance.
- Disclose material organizational or strategic changes.
- Acknowledge fiduciary responsibility in writing.
-

Performance Monitoring

Quarterly performance reports shall be reviewed at least annually. Managers may be subject to review for:

- Persistent underperformance.
- Style drift.
- Organizational instability.
- Failure to adhere to this IPS.

INVESTMENT POLICY REVIEW

This IPS shall be reviewed at least annually by the Investment Committee to ensure continued relevance.

Policy Review and Approval

Next Review: Annually

Last Reviewed / Approved by Board: Pending Board Approval

POLICY ON COMPENSATION AND REIMBURSEMENT OF EXPENSES

No member of the Board shall receive compensation for their service or have any personal financial interest in any contract of the Foundation. Board Members may be reimbursed for out-of-pocket expenses incurred in performance of Board functions with approval from the Board Chair and President.

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: Pending Board Approval

GRANT MANAGEMENT POLICY

Policy Statement

The Special Leisure Services Foundation (SLSF) is committed to the responsible stewardship of all grant funds. This policy provides guidelines to ensure compliance with funder requirements, transparency, accountability, and effective use of resources to advance the organization's mission.

1. Purpose

To establish a clear framework for the management of grants, including application, award, implementation, reporting, and close-out, ensuring funds are used appropriately and in compliance with all legal, ethical, and contractual obligations.

2. Scope

This policy applies to all staff, volunteers, and board members involved in grant-related activities, including preparation, administration, monitoring, and reporting.

3. Pre-Award Procedures

- **Grant Fit & Eligibility:** Ensure grants align with the Foundation's mission and the organization has capacity to meet funder requirements.
- **Internal Approval:** Obtain approval from designated leadership before submitting grant applications.
- **Application Preparation:** Prepare complete, accurate applications, including program narratives, budgets, and required attachments.

4. Award Acceptance

- **Review Award Documents:** Identify terms, restrictions, reporting deadlines, and allowable costs. Communicate requirements to relevant staff.
- **Formal Acceptance:** Authorized organizational representatives must sign acceptance. Record the grant in the internal tracking system.

5. Financial Management

- **Budget Compliance:** Funds must only be used for purposes approved in the grant agreement.

- **Documentation:** Maintain receipts, invoices, timesheets, and financial records to support expenditures.
- **Accounting Controls:** Track grant funds separately in the accounting system and reconcile monthly.

6. Program & Performance Management

- **Implementation:** Deliver program activities as described in the grant application.
- **Outcome Tracking:** Collect data on outputs, outcomes, and impact as required by funders.
- **Communication:** Report program progress and challenges to leadership regularly.

7. Reporting Requirements

- **Financial Reports:** Submit accurate, timely financial statements as required by funders.
- **Programmatic Reports:** Provide updates on program progress, outcomes, and impact.
- **Internal Deadlines:** Meet internal due dates to ensure timely submission to funders.

8. Compliance & Monitoring

- **Policy Adherence:** Follow organizational policies, funder terms, and applicable laws.
- **Restrictions:** Observe all limitations on spending categories and fund use.
- **Audit Readiness:** Maintain organized records for audits or monitoring visits.

9. Amendments, Changes & Issues

- **Budget or Program Changes:** Obtain prior funder approval when required.
- **Risk Management:** Identify potential delays or challenges early and communicate proactively to leadership.

10. Close-Out Procedures

- **Final Reporting:** Submit final programmatic and financial reports in compliance with funder requirements.
- **Record Retention:** Retain all grant documentation for a minimum of five years or as required by funders.
- **Evaluation:** Conduct an internal review of successes, challenges, and lessons learned

Policy Review and Approval

Next Review: 5 Years / As Needed

Last Reviewed / Approved by Board: New 2026, Pending Board Approval

Appendix A: Policy Review Table

Policy	Next Review	Regulation-Dependent?	Last Reviewed / Approved
Mission, Vision, Core Values / Forward / Purpose of Manual	Every 5 years	No	Pending Board Approval
Definitions and Revision Process	Every 5 years	No	Pending Board Approval
Board Responsibilities / Recruitment and Orientation	Every 5 years	No	Updated 2026, Pending Board Approval
Board Member Annual Commitment Form	Annually	No	Pending Board Approval
Appointment of Trustees	Every 5 years	No	Updated 2026, Pending Board Approval
Duties of the Board	Every 5 years	No	Pending Board Approval
Officers	Every 5 years	No	Pending Board Approval
List of Board Members (Appendix)	Annually	No	03/04/2026
Attorney	Every 5 years	No	Pending Board Approval
Board Member Removal / Resignation	Every 5 years	No	New 2026, Pending Board Approval
Board Evaluation Policy and Process	Every 5 years	No	New 2026, Pending Board Approval
Fiscal Year	Every 5 years	No	Pending Board Approval
Annual Audit	Every 5 years	No	Pending Board Approval
Purchasing Authority	Every 5 years	No	New 2026, Pending Board Approval
Net Asset Policy	Every 5 years	No	5/19/2020
Investment Policy	Annually	No	03/17/2026, Pending Board Approval
Policy on Compensation and Reimbursement of Expenses	Every 5 years	Yes (IRS rules)	Pending Board Approval
Grant Management Policy	Every 5 years	No	New 2026, Pending Board Approval
Board Meetings	Every 5 years	No	Pending Board Approval
Board Operation Guidelines	Every 5 years	No	Pending Board Approval

Code of Ethics	Every 5 years	No	New 2026, Pending Board Approval
Diversity, Equity, and Inclusion Statement	Every 5 years	No (unless regulatory/funding requirements change)	10/21/2025
Annual Trustee Meetings	Every 5 years	No	Pending Board Approval
Conflict of Interest Policy	Every 5 years or sooner if laws change	Yes	03/17/2026, Pending Board Approval
Whistleblower Policy	Every 5 years or sooner if laws change	Yes	03/17/2026, Pending Board Approval
Document Retention and Destruction Policy	Every 5 years or sooner if laws change	Yes	5/19/2020, Updated 2026, Pending Board Approval
Gift Acceptance Policy	Every 5 years or sooner if laws change	Yes	03/17/2026, Pending Board Approval
Donor Privacy Policy	Every 5 years or sooner if laws change	Yes	New 2026, Pending Board Approval

SLSF 2026 Board of Trustees



Al Crook
Past Chair

Zurich North America
1299 Zurich Way
Schaumburg, IL 60196
847-373-0305
al.crook@zurichna.com

Jim Houser Jr.

UPS
150 S. Lombard Road
Addison, IL 60101
630-244-1893
jimhouser@ups.com

Terri Oates
Vice Chair

1152 Ardmoor Drive
Crystal Lake, IL 60012
847-340-1435
Toates2@comcast.net

Andrea Griffin
SLSF President

3000 W Central Rd.
Rolling Meadows, IL 60008
847-392-2848 ext 235
agriffin@nwsra.org

Linda Ballantine

3310 Plum Grove Dr.
Rolling Meadows, IL 60008
630-347-2739
lindamarlene5632@gmail.com

Thomas Campone

1844 Admiral Court
Glenview, IL 60026
847-514-1024
tom@campone.net

Anthony Gattuso
Chair

BMO Harris Bank
9550 W Higgins Road, STE. 975
Rosemont, IL 60008
312-859-8462
anthony.gattuso@bmo.com

Nick Troy

Organizational Treasurer
& Secretary | NWSRA Board Member

Rolling Meadows Park District
3000 W. Central Road
Rolling Meadows, IL 60008
847-894-3008
ntroy@rmparks.org

Ben Rea
NWSRA Board Member

Palatine Park District
250 East Wood Street
Palatine, IL 60067
847-496-6236
brea@palatineparks.org

Paola Sprengel

Community Advocate
2 Piper Lane Hawthorn Woods
Hawthorn Woods, IL 60047
224-828-7138
paolasprengel01@gmail.com

Diane Hilgers
NWSRA Board Member

Salt Creek Park District
530 South William Avenue
Palatine, IL 60074
847/259-6890
dhilgers@saltcreekpd.com

Rafal Piontkowski

Village Bank & Trust
234 W. Northwest Highway
Arlington Heights, IL 60004
847-870-6503
rpiontkowski@bankatvillage.com

Appendix C: Board Meeting Schedule

Special Leisure Services Foundation Board Meeting Schedule – Calendar Year 2026

March 17 th , 2026	Third Tuesday
June 16 th , 2026	Third Tuesday
September 8 th , 2026	Second Tuesday
December 8 th , 2026	Second Tuesday

NOTE: All meetings will begin at 3:30pm at Park Central Road, Rolling Meadows, unless otherwise indicated.

Anyone who plans to attend a meeting and who requires special accommodation due to a disability should contact NWSRA 48 hours in advance of the meeting at:
(847) 392-2848.

Appendix D: Annual Budget

SLSF FY 2026 Budget

Account Number	Name of Account	Budget 2025	PYE 2025	PYE 2025 - Budget 2025	Budget FY 2026	Budget FY 2026 - PYE 2025	% Change FY 2025- FY 2026
Income							
400100	Investments	32,694.85	178,799.48	146,104.63	134,500.00	(44,299.48)	-24.8%
500100	Grants	130,000.00	133,849.97	3,849.97	140,000.00	6,150.03	4.6%
600100	Fundraising Income	453,285.00	443,557.31	(9,727.69)	453,467.63	9,910.32	2.2%
700100	Donations	85,000.00	125,350.65	40,350.65	81,625.00	(43,725.65)	-34.9%
	Total Income	700,979.85	881,557.41	180,577.56	809,592.63	(71,964.78)	-8.2%
Expense							
800100	Administration						
800101	Postage	5,500.00	2,565.47	(2,934.53)	1,650.00	(915.47)	-35.7%
800102	Office/Equipment	16,973.00	17,725.87	752.87	19,980.00	2,254.13	12.7%
800103	Credit Card Fees	5,500.00	2,659.21	(2,840.79)	1,875.00	(784.21)	-29.5%
800104	Professional Memberships	8,833.50	8,833.50	0.00	9,058.24	224.74	2.5%
800105	Education/Training	2,971.00	725.90	(2,245.10)	45.00	(680.90)	-93.8%
800106	Public Education/Information	15,060.00	15,060.00	0.00	13,760.00	(1,300.00)	-8.6%
800107	Printing	4,500.00	2,246.00	(2,254.00)	400.00	(1,846.00)	-82.2%
800108	Professional Fees	9,275.00	10,115.00	840.00	10,443.00	328.00	3.2%
800109	Marketing	1,100.00	534.26	(565.74)	3,170.00	2,635.74	493.3%
800110	Kevin's Club	3,080.00	1,758.80	(1,321.20)	2,550.00	791.20	45.0%
800111	Office Contractors	42,000.00	40,885.99	(1,114.01)	9,500.00	(31,385.99)	-76.8%
	Total Administration	114,792.50	103,110.00	(11,682.50)	72,431.24	(30,678.76)	-29.8%
800200	Fundraising Expenses						
800202	Food	110,867.99	112,090.69	1,222.70	104,781.05	(7,309.64)	-6.5%
800203	Gifts	8,276.00	4,773.02	(3,502.98)	8,340.00	3,566.98	74.7%
800204	Recognition	34,531.13	36,544.62	2,013.49	32,266.70	(4,277.92)	-11.7%
800205	Prizes	4,250.00	5,870.00	1,620.00	11,350.00	5,480.00	93.4%
800207	Printing	8,050.00	6,683.00	(1,367.00)	6,900.00	217.00	3.2%
800208	Supplies	44,004.00	33,691.71	(10,312.29)	50,251.63	16,559.92	49.2%
800209	Booster Club	1,400.00	1,015.02	(384.98)	2,000.00	984.98	97.0%
	Total Fundraising Expenses	211,379.12	200,668.06	(10,711.06)	215,889.38	15,221.32	7.6%
900100	Grants Given						
51-900101	Transportation	90,000.00	85,709.60	(4,290.40)	105,000.00	19,290.40	22.5%
52-900101	Scholarships	72,500.00	91,095.78	18,595.78	70,000.00	(21,095.78)	-23.2%
53-900101	Inclusion	51,404.96	51,404.96	0.00	47,600.00	(3,804.96)	-7.4%
54-900101	Athletics	68,750.00	68,750.00	0.00	24,300.00	(44,450.00)	-64.7%
55-900101	General Programs	67,345.04	60,919.93	(6,425.11)	153,100.00	92,180.07	151.3%
	Total Grants Given	350,000.00	357,880.27	7,880.27	400,000.00	42,119.73	11.8%
	Total SLSF Expense	676,171.62	661,658.33	(14,513.29)	688,320.62	26,662.29	4.0%
	NET INCOME / (LOSS)	24,808.23	219,899.08	195,090.85	121,272.01	(98,627.07)	-44.9%
900200	Capital Projects						
900201-700	General	0.00	0.00	0.00	0.00	0.00	
900201-701	Accessible Greenhouse	12,000.00	18,579.04	6,579.04	0.00	(18,579.04)	-100.0%
900201-702	Music Room	12,099.19	12,099.19	0.00	0.00	(12,099.19)	-100.0%
900201-703	BG Media Room	50,000.00	50,000.00	0.00	0.00	(50,000.00)	-100.0%
	Total Capital Expense	74,099.19	80,678.23	6,579.04	0.00	(80,678.23)	-100.0%

Appendix E: Board Member Annual Commitment Form

Trustee Name: _____ Date: _____

Annual Giving Expectation:

As a Trustee of the Special Leisure Services Foundation (SLSF), you are expected to contribute a total of \$1,500 annually to support our mission.

Contributions may include:

- Individual or company donations
- Event attendance and/or sponsorship
- In-kind donations
- Volunteer hours (valued at \$20/hour)
- Soft credits from associated donors / volunteers

If making a monetary contribution, please select payment preference:

(Payments can be made by check, credit card, or online via SLSF's donation portal.)

Yearly Payment of \$ _____

Monthly Payment of \$ _____

AND / OR

I will contribute via:

- Company Volunteer Hours – work with your company to establish a corporate relationship
- Donor Cultivation – work with staff to identify personal contacts to solicit for appeals

AND / OR

Event Participation

- I will contribute by participating in Foundation Events – see next page for events

Event Participation & Volunteer Commitment

Please indicate which SLSF events you would like to participate in during the year and in what capacity:

Fashion Show

Committee Sponsor Attend Solicit Raffles Volunteer

Palatine Hills Golf Classic

Committee Sponsor Attend Solicit Raffles Volunteer

Bridges of Poplar Creek Golf Classic

Committee Sponsor Attend Solicit Raffles Volunteer

Buffalo Grove Golf Classic

Committee Sponsor Attend Solicit Raffles Volunteer

Moretti's/NWSRA Golf Classic

Committee Sponsor Attend Solicit Raffles Volunteer

Birdies & Besties Golf Classic

Committee Sponsor Attend Solicit Raffles Volunteer

Arlington Golf Classic

Committee Sponsor Attend Solicit Raffles Volunteer

Ride for Autism Chicago

Committee Sponsor Attend Solicit Raffles Volunteer

Celebrate Ability Gala

Committee Sponsor Attend Solicit Raffles Volunteer

Acknowledgment: By signing below, I acknowledge my commitment to fulfill the annual contribution expectation of \$1,500 through the above methods and to participate actively in SLSF events and activities.

Signature: _____ Date: _____

SLSF Board & Administrative Manual Acknowledgement Form

I acknowledge that I have received access to the Special Leisure Services Foundation (SLSF) Board & Administrative Manual. I understand that it is my responsibility to read, understand, and comply with the policies, procedures, and expectations contained within the manual, as well as any updates that may be issued by SLSF.

I understand that these policies are intended to support ethical governance, transparency, and the effective stewardship of resources in support of SLSF's mission. If I have questions regarding any portion of the manual, I will seek clarification from the President or the Superintendent of Development

By signing below, I acknowledge receipt of the manual and affirm my commitment to uphold the policies and standards it contains.

Trustee Name (printed): _____

Signature: _____

Date: _____

New Business

[Return to Home](#)



Date: 3/17/2026
To: SLSF Board of Trustees
From: Andrea Griffin, President of Special Leisure Services Foundation
Re: Review of 2025 Foundation Goals

Background/Information:

With 2025 concluded, the Foundation has made meaningful progress toward the goals established at the start of the year. We continued to strengthen our financial sustainability through successful fundraising events, expanded sponsorship participation, and increased community awareness of giving opportunities. Board engagement also grew with the installation of new Trustees, clearer expectations around leadership and fundraising involvement, and stronger alignment between Foundation and Agency priorities. Efforts to elevate community awareness helped better communicate the direct impact of Foundation support on NWSRA participants and programs, while ongoing evaluation of event structures, partnerships, and in-kind contributions has positioned us to make thoughtful, strategic decisions for long-term sustainability.

Overall, 2025 reflects steady growth, strengthened partnerships, and continued momentum toward advancing the Foundation's mission.

This memo is for informational purposes only; no Board action is required at this time.

2025 SLSF Strategic Goals
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
Have business involvement from each of the member park district service areas.	SLSF	Liz/Megan	Q1: Evaluate event offerings in each of NWSRA's service area regions. Q2: Market SLSF events in each region. Q3: Market SLSF events in each region. Q4: Evaluate effectiveness based on event sponsorship and attendance.	Q1: Complete Q2: Complete Q3: Complete Q4: Complete
Educate businesses and corporations about events throughout the entire NWSRA footprint to increase their impact for the foundation.	SLSF	Liz/Megan	Q1: Early bird marketing campaign highlighting all event sponsorship opportunities as well as other ways to get involved. Q2: Create Ability Awareness/Outreach presentation geared toward businesses. Q3: Identify 3-5 business contacts and ask to do an outreach presentation. Offer ability awareness. Q4: Analyze the year and prep for 2026 early bird marketing.	Q1: Complete Q2: Complete Q3: Complete Q4: Complete

2025 SLSF Strategic Goals
Core Strategy 1: Community Engagement

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

Goal	Department	Point Person	Quarter Objective	Objective Completed
Have donor involvement from each of the member park district service areas.	SLSF	Liz/Megan	Q1: Evaluate event offerings in each of NWSRA's service area regions. Q2: Market SLSF events in each region. Q3: Market SLSF events in each region. Q4: Evaluate effectiveness based on event sponsorship and attendance.	Q1: Complete Q2: Complete Q3: Complete Q4: Complete
Educate individuals about the SLSF mission throughout the entire NWSRA footprint to increase their impact for the foundation.	SLSF	Anne/Tom	Q1: Attend NWSRA outreach meetings to ensure SLSF included in all outreach. Q2: Suggest to marketing to include on NWSRA fact sheet. Q3: Suggest to marketing to Update NWSRA marketing at all member park districts to include SLSF. Q4: Update NWSRA marketing at all member park districts to include SLSF.	Q1: None held in the first quarter - attending in second quarter. Q2: Footprint added to fact sheet. Q3: In Progress. Q4: Paused for SLSF 2027 strategic plan

2025 SLSF Strategic Goals
Core Strategy 1: Community Engagement

Focus 1C. Identify collaborative opportunities with external organizations, corporations, groups and other entities

Goal	Department	Point Person	Quarter Objective	Objective Completed
Increase external organization involvement through group volunteering at SLSF events.	SLSF	Liz/Megan	Q1: Identify one small group volunteer opportunity per event Q2: Choose and ask targeted organizations for Q2 and Q3 events. Q3: ask targeted organizations for Q3 and Q4 events. Q4: Follow up with organizations.	Q1: Completed Set Up for Fashion Show Harper Promise Q2: Complete - Bear Con for Car Wash, Bear Fam throughout, Zurich Q3: Complete - Giving Group For Harmony, Peanuts - Girl Scouts, Lions working on mobile screening Q4: Superintendents of Recreation created list of NWSRA program events for 2026
Collaborate with external organizations through volunteering.	SLSF	Liz/Megan	Q1: Plan organizations to volunteer for throughout the year. Q2: Volunteer at 1 event. Q3: Volunteer at 1 event. Q4: Volunteer at 1 event.	Q1: GiveNKind, Relay for Life, HE Chamber, Camp I Am Me, Family Forward, BluSky Q2: Hometown Fest, Lemonade Days, SBA Golf Outing, Giving Group Q3: Giving Group Golf, Hoffman Estates Chamber Golf, Rotary Club Sch AM Id check Q4: List created for volunteer opportunities for 2026

2025 SLSF Strategic Goals
Core Strategy 2: Marketing/Communication

Strategy 2A. Implement marketing plans for each SLSF initiative				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Keep a marketing timeline	SLSF/Marketing	Anne/Tom	Q1: Collaborate with marketing to update the annual Marketing Timeline. Q2: Implement Q2 timeline. Q3: Implement Q3 timeline. Q4: Implement Q4 timeline. Update timeline 2026.	Q1: Complete Q2: Complete Q3: Complete Q4:
Execute targeted marketing plan that identifies social media posts, electronic mail and other materials to be shared for each event	Marketing	SLSF/Tom/GC	Q1: Update Marketing plans Q2: Marketing department executes marketing plans Q3: Continue to use marketing plan Q4: Meet to evaluate plans for 2026.	Q1: Complete Q2: Complete Q3: Complete Q4:

2025 SLSF Strategic Goals
Core Strategy 2: Marketing/Communication

Strategy 2B. Continue to develop Foundation Brand Identification				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Update slsf.me and slsf.me/directors websites	SLSF/Marketing	Anne/Tom	Q1: Review site for edits/additions needed. Q2: Meet with marketing to make changes. Q3: Create calendar of recurring updates. Q4: Review site for any additional updates needed.	Q1: Complete Q2: On hold for new website Q3: On hold for new website Q4:
Increase marketing library	Marketing	Tom	Q1: Plan programs to take photos/videos at programs Q2: Attend programs to take photos/videos at programs Q3: Attend programs to take photos/videos at programs Q4: Identify gaps in library to secure in 2026	Q1: Complete Q2: Not completed Q3: Not completed Q4:
Incorporate representation of our mission into all marketing pieces	SLSF/Marketing	Anne/Tom	Q1: Incorporate into event signage Q2: Incorporate into website design Q3: Incorporate into bus wraps/sponsor wraps Q4: Incorporate into holiday appeal and 2026 marketing	Q1: In Progress Q2: On hold for new website Q3: Incorporated into Gala social media campaign Q4:
Create SLSF brand identification guidelines	SLSF/Marketing	Tom	Q1: Research marketing guideline examples. Q2: Begin brand identification guideline. Q3: Complete brand identification guideline. Q4: Created and shared with foundation team	Q1: Complete Q2: Draft completed Q3: Draft in review Q4: Complete
Strategy 2C. Align SLSF with DEI values				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop SLSF DEI statement and values and adopt to Board Policy.	SLSF	Andrea/SLSF	Q1: Review NWSRA's diversity statement Q2: Draft sample statements. Q3: Present options to the board at the October board meeting. Q4: Add to SLSF Board Policy Manual.	Q1: Complete Q2: Draft completed Q3: Complete Q4: Complete

2025 SLSF Strategic Goals
Core Strategy 2: Marketing/Communication

Strategy 2D. Increase Foundation Awareness with NWSRA Families				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Promote SLSF to NWSRA Families	Marketing	Anne/Tom	Q1: Include SLSF section in NWSRA newsletter. Q2: Plan how to market SLSF to families who register with NWSRA. Start with a volunteer opportunity that goes out at the end of each season to all primary emails for participants in that season. Q3: Send SLSF marketing to NWSRA registrants. Q4: Send SLSF marketing to NWSRA registrants.	Q1: In Progress Q2: Golf outings promoted through NWSRA newsletter. Q3: Golf outings and volunteer opportunities promoted through NWSRA newsletter. Q4:

2025 SLSF Strategic Goals
Core Strategy 3: Improve Board Engagement

Strategy 3A. Direct specific asks to Board Members				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Find 2 board new Trustees for the SLSF Board	SLSF	Andrea/Anne	Q1: Make list of primary contacts for company partners Q2: Meet with prospects Q3: Choose 2 new board members Q4: Induct new board members	Q1: Complete Q2: Waiting on AK to return Q3: Developed a prospect list of qualified candidates aligned with identified gaps Q4: Complete vetting conversations to ensure alignment with mission, time commitment, and financial expectations
Have each board member engage in annual commitment.	SLSF	Anne	Q1: Send 2024 annual review and 2025 commitment. Q2: Reach out to all board members personally. Have majority of one-on-one meetings Q3: Finish one-on-one meetings Q4: Reach out to all board members personally about board activity.	Q1: Send to board members who completed annual meeting. Q2: Waiting on AK to return Q3: Updated annual commitment form Q4: Meetings scheduled for beginning of 2027 to discuss annual commitment with Trustees
Strategy 3B. Ask Board to assist in marketing and outreach efforts				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Turn board members into ambassadors.	SLSF	Anne/Tom	Q1: Ask board members when volunteers or outreach is needed. Q2: In every board update, give social media post to share or ask for a specific number of board members to volunteer for an event/fundraiser. Q3: Plan an SLSF board social. Q4: Send each board member ambassador materials.	Q1: Complete Q2: Waiting on AK to return Q3: Planned for after October board meeting Q4: Ambassador materials linked on the SLSF website
Create board member bios	SLSF	Anne/Tom	Q1: Outline project and materials needed, where to post Q2: Contact board members for headshot/info/interviews Q3: Publish on website, feature on social media and tag Q4: Continue featuring on social media	Q1: Project on hold for new SLSF website. Q2: Project on hold for new SLSF website. Q3: Carried over to 2026 with new SLSF website. Q4: Carried over to 2026 with new SLSF website.

2025 SLSF Strategic Goals
Core Strategy 3: Improve Board Engagement

Strategy 3C. Update Board Materials				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Update SLSF By-Laws	SLSF	Andrea/Anne	Q1: Review current SLSF By-Laws. Ask for trustee input. Q2: Draft edits/additions and review with the board at the May board meeting. Q3: Have attorney review edits/additions. Review at the October Board meeting. Q4: Vote on By-Law revisions at the December board meeting.	Q1: Project on hold for President appointment. Q2: President appointment & Bylaws being reviewed Q3: On hold - prioritizing board and admin policy manual Q4: Will review after SLSF Board and Admin Policy Manual is approved by legal counsel
Update the SLSF Board and Admin Policy Manual	SLSF	Andrea/Anne	Q1: Review current SLSF Board & Admin Policy. Ask for trustee input. Q2: Draft edits/additions and review with the board at the May board meeting. Q3: Have attorney review edits/additions. Review at the October Board meeting. Q4: Vote on revisions at the December board meeting.	Q1: Project on hold for President appointment. Q2: Project on hold for President appointment. Q3: Revising policies in progress to be presented at December board meeting Q4: Sent to legal counsel for final review in December

2025 SLSF Strategic Goals
Core Strategy 4: Enhance Fundraising Vehicles/Methods

Strategy 4A: Optimize existing fundraisers to increase revenue				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Convert networking contacts to event attendees, sponsors, or donors	SLSF	Anne/Liz/Megan	Q1: Use database to track networking contacts Q2: Develop a system to use the data to add contacts to event marketing Q3: Implement marketing to new networking contacts Q4: Evaluate system	Q1: Met with bloomerang - too expensive Q2: New plan of attendee tracker and keeping sponsor/raffle tracker Q3: Adding new networking contacts to event invitations Q4:
Implement new donor management system	SLSF	Anne/Tom	Q1: Upload data, implementation Q2: Mirror with two systems Q3: Mirror with two systems Q4: Launch with Gala registration	Q1: Data upload in progress Q2: System almost ready - meetings and practice in progress Q3: Launched. Mirroring in progress Q4: Complete

2025 SLSF Strategic Goals
Core Strategy 4: Enhance Fundraising Vehicles/Methods

Strategy 4B: Create additional revenue opportunities outside of events				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Create in Memory Program	SLSF/Marketing	Anne/Tom	Q1: Solidify details of the program Q2: Build in memory page on website Q3: Develop Marketing Materials Q4: Begin marketing	Q1: Complete Q2: Website portion of project on hold. Q3: Marketing materials outline submitted to marketing. Q4: Will be website in 2026
Leverage matching gifts for annual appeals.	SLSF	Anne/Liz/Megan	Q1: Create a list of potential matches for spring appeal. Q2: Have a match to market for spring appeal. Q3: Create a list of potential matches for holiday appeal. Q4: Have a match to market for holiday appeal.	Q1: Complete Q2: No match Q3: Not complete Q4: Complete
Increase Grant Revenue	SLSF	Anne/Contractor	Q1: Retain grant contractor and utilize foundation directory for grant research. Q2: Submit grants for foundations identified in 2024 Q3: Submit to new foundations Q4: Secure at least 3 new grants in 2025.	Q1: Complete Q2: Complete Q3: Complete Q4: Complete
Increase corporate donations through payroll deductions, employee matching, and donations tied to employee volunteer hours.	SLSF	Anne/Liz	Q1: Review list of companies with payroll deduction/matching programs and create a marketing piece. Q2: Send marketing piece and contact company HR. Q3: Follow up in person or with phone calls. Q4: Continue follow up	Q1: List reviewed, crafting marketing piece. Q2: Following up with marketing on the flyer Q3: Flyer completed Q4: Flyer shared



Date: 3/17/2026
To: SLSF Board of Trustees
From: Andrea Griffin, President of Special Leisure Services Foundation
Re: Review of 2026 Foundation Goals

Background/Information:

As we begin 2026, our focus remains on strengthening the long-term sustainability and impact of the Foundation. The goals outlined below are designed to build on our recent progress while positioning the Foundation for continued growth and stability.

In 2026, we will prioritize increasing overall fundraising revenue through enhanced event performance, expanded sponsorship cultivation, and identification of new donor prospects. Strengthening board engagement will remain a key objective, with clear expectations for advocacy, relationship-building, and fundraising participation. We will continue to elevate community awareness by more intentionally communicating the direct impact of Foundation support on NWSRA participants and programs, reinforcing the value of giving. Additionally, we will evaluate and refine our fundraising model including partnerships, in-kind contributions, and cost structures to ensure fairness, transparency, and long-term sustainability.

These goals reflect our commitment to thoughtful growth, strong governance, and mission-driven leadership. I look forward to working together to advance the Foundation's impact in 2026.

This memo is for informational purposes only; no Board action is required at this time.

2026 SLSF Strategic Goals

Core Strategy 1: Community Engagement

Goal	Department	Point Person	Quarter Objective	Objective Completed
Work with NWSRA leadership and management team to optimize networking efforts across both agencies	SLSF/NWSRA	Anne/Liz/Megan	Q1: Assign partners for all those networking - one SLSF, one NWSRA to pass contacts Q2: Set and conduct meetings, pass contacts to foundation Q3: Continue meetings/passing contacts Q4: Continue meetings/passing contacts	Q1: Q2: Q3: Q4:
Give NWSRA/SLSF outreach presentation at larger companies	SLSF/NWSRA	Liz	Q1: Identify list of 5 companies to connect with and Q2: Draft proposal/ask for companies Q3: Reach out to contacts to present/have table at location Q4: Follow up with company contacts/conduct presentations	Q1: Q2: Q3: Q4:

2026 SLSF Strategic Goals

Core Strategy 1: Community Engagement

Focus 1C. Identify collaborative opportunities with external organizations, corporations, groups and other entities

Goal	Department	Point Person	Quarter Objective	Objective Completed
Increase external organization involvement through group volunteering at SLSF events and NWSRA programs and events.	SLSF	Liz/Megan	Q1: Meet with NWSRA program managers to plan volunteer opportunities. Q2: Identify and communicate volunteer opportunities to partner organizations. Start volunteer opportunities. Q3: Execute Volunteer opportunities Q4: Execute Volunteer opportunities	
Collaborate with external organizations through volunteering.	SLSF	Liz/Megan	Q1: Q2: Q3: Q4:	Q1: Q2: Q3: Q4:

* Goal Carried over from the 2023 Strategic Plan

2026 SLSF Strategic Goals

Core Strategy 2: Marketing/Communication

Goal	Department	Point Person	Quarter Objective	Objective Completed
Evaluate foundation social media plan to increase engagement and efficiency	Marketing	SLSF/Tom/GC	Q1: Collaborate with marketing to review current social media activity/posts/engagement. Q2: Marketing to weekly review everyone who tags SLSF/NWSRA and engage. Q3: Identify top performing content themes Q4: Establish measurable engagement targets for 2027	Q1: Q2: Q3: Q4:
Adhere to new marketing organization platform	SLSF/Marketing	Tom	Q1: Complete training for staff on platform Q2: Migrate all foundation marketing assets into new system Q3: Ensure shared timeline for foundation events is incorporated into new platform Q4: Identify areas for improvement and additional training or marketing	Q1: Q2: Q3: Q4:
Launch new foundation website	Marketing	Tom	Q1: Build website / review and update content / publish Q2: Create board member bios and post on website and socials Q3: Memorial and in honor website complete for planned giving campaign Q4: Promote the website through multiple platforms	Q1: Q2: Q3: Q4:
Email Journeys through CRM to increase engagement	SLSF	Anne/Megan	Q1: Send Fashion Show post event attendee email from bloomerang. Schedule follow up email 2 weeks and one month after event to increase engagement. - Sign up for another event / become monthly donor / connect to NWSRA programs etc. Q2: Execute for Golf Outings Q3: Execute for Golf Outings Q4: Execute for Gala	Q1: Q2: Q3: Q4:

2026 SLSF Strategic Goals

Core Strategy 2: Marketing/Communication

Strategy 2D. Increase Foundation Awareness with NWSRA Families				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Promote SLSF to NWSRA Families	Marketing	Anne/Tom	Q1: Include SLSF section in NWSRA newsletter. Q2: Plan how to market SLSF to families who register with NWSRA. Start with a volunteer opportunity that goes out at the end of each season to all primary emails for participants in that season. Q3: Send SLSF marketing to NWSRA registrants. Q4: Send SLSF marketing to NWSRA registrants.	Q1: In Progress Q2: Golf outings promoted through NWSRA newsletter. Q3: Golf outings and volunteer opportunities promoted through NWSRA newsletter. Q4:

* Goal Carried over from the 2023 Strategic Plan

2026 SLSF Strategic Goals

Core Strategy 3: Improve Board Engagement

Goal	Department	Point Person	Quarter Objective	Objective Completed
Find 1 new Trustee for the SLSF Board	SLSF	Andrea/Anne	Q1: Implement new Board & Admin Manual Q2: Identify 5 potential trustees Q3: Meet with potential trustees Q4: Secure 1 Trustee to start in 2027	Q1: Q2: Q3: Q4:
Ensure all board members have meaningful engagement and are meeting defined expectations per the Board & Admin Manual.	SLSF	Andrea/Anne	Q1: Schedule all trustee annual meetings. Q2: Train all trustees how to find foundation information and give foundation materials. All trustee annual meetings completed. Q3: Check in with all trustees individually about annual commitment/engagement. Q4: Check in with all trustees individually about annual commitment/engagement.	Q1: Q2: Q3: Q4:
Update SLSF By-Laws	SLSF	Andrea/Anne	Q1: Review current SLSF By-Laws. Ask for trustee input. Q2: Draft edits/additions and review with the board Q3: Have attorney review edits/additions Q4: Vote on By-Law revisions at the December board meeting	Q1: Q2: Q3: Q4:

2026 SLSF Strategic Goals

Core Strategy 4: Enhance Fundraising Vehicles/Methods

Goal	Department	Point Person	Quarter Objective	Objective Completed
Secure 10 new donors outside of events	SLSF	Anne/Leadership	<p>Q1: Educate individuals about the SLSF mission throughout the entire NWSRA footprint to increase their impact for the foundation - secure 1 new donor through the email journeys process.</p> <p>Q2: Target specific NWSRA programs to market foundation events.</p> <p>Q3: Secure 5 recurring donors by the end of September.</p> <p>Q4: Engage with all new donors to further engagement. Phone call/email/meeting.</p>	<p>Q1:</p> <p>Q2:</p> <p>Q3:</p> <p>Q4:</p>
Planned Giving	SLSF	Anne/Tom	<p>Q1: Review and update memorial and in honor program draft.</p> <p>Q2: Start building memorial and in honor program on website/handouts.</p> <p>Q3: Complete building Memorial and in honor program on website/handouts.</p> <p>Q4: Materials ready to promote in 2027 - roll out in presentation to the SLSF Board.</p>	<p>Q1:</p> <p>Q2:</p> <p>Q3:</p> <p>Q4:</p>
Increase payroll deduction donations	SLSF	Anne	<p>Q1: Reach out to 5 large companies to be added to list of charities. Start with SLSF Board Members.</p> <p>Q2: Reach out to 5 donors affiliated with large companies to be added to list of charities</p> <p>Q3: Create payroll deduction graphic/marketing to promote via email signature / newsletter / social media posts. Recognition program for current payroll donors - quarterly and automated.</p> <p>Q4: Evaluate using company donation match search engine such as double the donation.</p>	<p>Q1:</p> <p>Q2:</p> <p>Q3:</p> <p>Q4:</p>

2026 SLSF Strategic Goals

Core Strategy 4: Enhance Fundraising Vehicles/Methods

Strategy 4B: Create additional revenue opportunities outside of events				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Create in Memory Program	SLSF/Marketing	Anne/Tom	Q1: Solidify details of the program Q2: Build in memory page on website Q3: Develop Marketing Materials Q4: Begin marketing	Q1: Complete Q2: Website portion of project on hold. Q3: Marketing materials outline submitted to marketing. Q4:
Leverage matching gifts for annual appeals.	SLSF	Anne/Liz/Megan	Q1: Create a list of potential matches for spring appeal. Q2: Have a match to market for spring appeal. Q3: Create a list of potential matches for holiday appeal. Q4: Have a match to market for holiday appeal.	Q1: Complete Q2: No match Q3: Not complete Q4:
Increase Grant Revenue	SLSF	Anne/Contractor	Q1: Retain grant contractor and utilize foundation directory for grant research. Q2: Submit grants for foundations identified in 2024 Q3: Submit to new foundations Q4: Secure at least 3 new grants in 2025.	Q1: Complete Q2: Complete Q3: Complete Q4:
Increase corporate donations through payroll deductions, employee matching, and donations tied to employee volunteer hours.	SLSF	Anne/Liz	Q1: Review list of companies with payroll deduction/matching programs and create a marketing piece. Q2: Send marketing piece and contact company HR. Q3: Follow up in person or with phone calls. Q4: Continue follow up	Q1: List reviewed, crafting marketing piece. Q2: Following up with marketing on the flyer Q3: Flyer completed Q4:

* Goal Carried over from the 2023 Strategic Plan

2026 Events

Event	Department	Point Person	Event Objectives	Objective Completed
SLSF Fashion Show	SLSF	Megan	Q1: Increase raffle revenue by 20% compared to last year Q2: Engage new attendees, aiming for at least 15% first-time guests. Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense. Q4: Secure at least 2 media mentions (news, blogs, radio, community calendars)	Q1: Q2: Q3: Q4:
Palatine Hills Golf Classic	SLSF	Megan	Q1: Increase raffle revenue by 20% compared to last year Q2: Ensure event is switched from athletics to general support. Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense. Q4: Increase dinner program attendance.	Q1: Q2: Q3: Q4:
Bridges of Poplar Creek Golf Classic	SLSF	Megan	Q1: Increase raffle revenue by 20% compared to last year. Q2: Engage new attendees, aiming for at least 10% first-time guests. Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense. Q4: Secure at least 2 media mentions (news, blogs, radio, community calendars)	Q1: Q2: Q3: Q4:
Buffalo Grove Golf Classic	SLSF	Megan	Q1: Increase raffle revenue by 20% compared to last year. Q2: Secure at least 2 media mentions (news, blogs, radio, community calendars) Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense. Q4: Have at least 80% of golfers buy passports	Q1: Q2: Q3: Q4:
Moretti's/NWSRA Golf Classic	SLSF	Megan	Q1: Increase raffle revenue by 20% compared to last year. Q2: Excellent communication with Villa Olivia - add representative to event committee. Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense. Q4: Have at least 80% of golfers buy passports	Q1: Q2: Q3: Q4:

2026 Events

Birdies & Besties Golf Classic	SLSF	Megan	<p>Q1: Increase raffle revenue by 20% compared to last year.</p> <p>Q2: Incorporate a variety of caddy types.</p> <p>Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense.</p> <p>Q4: Have at least 80% of golfers buy passports</p>	<p>Q1:</p> <p>Q2:</p> <p>Q3:</p> <p>Q4:</p>
Arlington Golf Classic	SLSF	Megan	<p>Q1: Increase raffle revenue by 20% compared to last year.</p> <p>Q2: Secure at least 2 media mentions (news, blogs, radio, community calendars)</p> <p>Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense.</p> <p>Q4: Increase attendance compared to previous year.</p>	<p>Q1:</p> <p>Q2:</p> <p>Q3:</p> <p>Q4:</p>
Celebrate Ability Gala	SLSF	Megan	<p>Q1: Increase raffle revenue by 20% compared to last year.</p> <p>Q2: Engage new attendees, aiming for at least 15% first-time guests.</p> <p>Q3: Increase revenue:expense ratio compared to last year. Aim for 70% revenue 30% expense.</p> <p>Q4: Leverage new awards at event to increase attendees.</p>	<p>Q1:</p> <p>Q2:</p> <p>Q3:</p> <p>Q4:</p>



Date: 3/17/2026
To: SLSF Board of Trustees
From: Victoria Gonzalez, Superintendent of Recreation
Andrea Griffin, President of Special Leisure Services Foundation
Re: 2026 NWSRA Grant Schedule

Background/Information:

NWSRA partners with the Special Leisure Services Foundation (SLSF) three times annually to transfer funds from the Foundation to the Agency in the form of grant support. These transfers assist in supporting program operations and participant services in alignment with our mission.

The grant transfer schedule for 2026 is as follows:

**Special Leisure Services Foundation
NWSRA Grants - Year 2026**

- **June** – To be presented for Board approval at the June 16th meeting
- **September** – To be presented for Board approval at the September 8th meeting
- **December** – To be presented for Board approval at the December 8th meeting

These scheduled presentations ensure transparency and allow for formal Board approval of each transfer in accordance with Agency policy and governance procedures.

This memo is for informational purposes only; no Board action is required at this time.

Information / Action Items

[Return to Home](#)



Date: 3/17/2026
To: SLSF Board of Trustees
From: Andrea Griffin, President of Special Leisure Services Foundation
Re: Installation of Trustees

Requested Motion:

Motion to approve new Trustees.

- a. Ben Rae
- b. Diana Hilgers
- c. Paola Sprengel

Background/Information:

Each of these individuals brings valuable experience, community connections, and a strong commitment to the mission of the Special Leisure Services Foundation. Their leadership and perspective will help strengthen our fundraising efforts and advance our work in support of individuals with disabilities.

We are grateful for their willingness to dedicate their time, expertise, and advocacy to the Foundation.

We look forward to working together as we continue to grow the impact and sustainability of the Foundation.

Attachment:

Updated Trustee Contact List

SLSF 2026

Board of Trustees



Al Crook
Past Chair

Zurich North America
1299 Zurich Way
Schaumburg, IL 60196
847-373-0305
al.crook@zurichna.com

Andrea Griffin
SLSF President

3000 W Central Rd.
Rolling Meadows, IL 60008
847-392-2848 ext 235
agriffin@nwsra.org

Anthony Gattuso
Chair

BMO Harris Bank
9550 W Higgins Road, STE. 975
Rosemont, IL 60008
312-859-8462
anthony.gattuso@bmo.com

Ben Rea
NWSRA Board Member

Palatine Park District
250 East Wood Street
Palatine, IL 60067
847-496-6236
brea@palatineparks.org

Diane Hilgers
NWSRA Board Member

Salt Creek Park District
530 South William Avenue
Palatine, IL 60074
847/259-6890
dhilgers@saltcreekpd.com

Jim Houser Jr.

UPS
150 S. Lombard Road
Addison, IL 60101
630-244-1893
jimhouser@ups.com

Linda Ballantine

3310 Plum Grove Dr.
Rolling Meadows, IL 60008
630-347-2739
lindamarlene5632@gmail.com

Nick Troy
Organizational Treasurer
& Secretary | NWSRA Board Member

Rolling Meadows Park District
3000 W. Central Road
Rolling Meadows, IL 60008
847-894-3008
ntroy@rmparks.org

Paola Sprengel

Community Advocate
2 Piper Lane Hawthorn Woods
Hawthorn Woods, IL 60047
224-828-7138
paolasprengel01@gmail.com

Rafal Piontkowski

Village Bank & Trust
234 W. Northwest Highway
Arlington Heights, IL 60004
847-870-6503
rpiontkowski@bankatvillage.com

Terri Oates
Vice Chair

1152 Ardmoor Drive
Crystal Lake, IL 60012
847-340-1435
Toates2@comcast.net

Thomas Campone

1844 Admiral Court
Glenview, IL 60026
847-514-1024
tom@campone.net



Date: 3/17/2026
To: SLSF Board of Trustees
From: Andrea Griffin, President of Special Leisure Services Foundation
Re: Appointment of Legal Counsel – Barber Law Offices, LLC

Requested Motion:

Motion to approve Legal Counsel – Barber Law Offices, LLC

Background/Information:

As part of our annual governance procedures, the Board of Trustees is asked to appoint legal counsel for the upcoming year. While the Board appointed our long-time counsel in December, staff recommend transitioning to new legal counsel to provide the Foundation with representation separate from that of NWSRA.

Staff recommend Allen S. Gabe of Barber Law Offices, who has supported the Special Leisure Services Foundation for over 30 years. Mr. Gabe brings extensive experience and deep connections within the community, including membership in the Rotary Club of Schaumburg/Hoffman Estates, the Schaumburg Business Association Board, and the Northwestern Suburban Bar Association Board. He has agreed to waive the retainer and has quoted a lower hourly rate than using a partner at our current firm. His long-standing involvement with the Foundation and broad professional network make him uniquely positioned to serve the Foundation’s legal needs efficiently and cost-effectively.

Requested Action:

Staff recommends that the Board of Trustees approves Legal Counsel – Barber Law Offices, LLC.