

RAY GRAHAM ASSOCIATION PROPOSAL FOR SERVICES

For Village of Orland Park Recreation Department

Amended: August 26, 2021

Ray Graham Association has been a leader in providing quality supports and services to children and adults with intellectual and other types of disabilities since its inception in 1951. Founded by families as part of a grassroots movement, today the organization proudly services more than 2,000 people every year. Our core service areas include Recreation, Employment, Family Support, Residential, and a variety of Life Skills Development services. Since 1986, Ray Graham Association (RGA) has been operating all facets of Special Recreation for Gateway Special Recreation Association. For nearly 25 years, RGA has been consistently achieving the highest level of accreditation, based on our model of quality and responsive services, from The Council on Quality and Leadership. We are recognized for our person-centered approach and routinely provide consultation to other organizations. Further, RGA is a non-profit 501(c)(3) organization that holds several licenses and certification from the State of Illinois to provide a full array of Medicaid and grant fund services.

OVERVIEW

The Village of Orland Park's Recreation Department (VOP) lost a key member of their team who provided expertise in creating and executing a recreation program that best supports people with disabilities. VOP then approached RGA with the request to provide a proposal to manage and carryout operations ("outsourcing") for the Special Recreation program, utilizing RGA's decades of expertise in supporting people with disabilities. Recreation Department leadership and RGA leadership have been engaged in discussions for several months on how best to partner with one another. Very recently, the VOP promoted from within to fill the key leadership vacancy in the Special Recreation program, which changed the original scenario and prompted an amended agreement.

RGA is pleased to submit a revised proposal that outlines a phased-in approach that will initially provide a consulting agreement that will evaluate the current Special Recreation program and practices; offer consultation and guidance on quality, effectiveness and efficiency opportunities; develop a thorough plan for next steps for operational enhancements and effective management; and create a mutually agreed upon implementation plan for a successful transition should all parties continue to be in agreement. This revised plan offers a more flexible compliment of RGA leadership staff that will work in partnership at various points of your service delivery system, which will result in a more streamlined consultation and analysis.

RGA believes that a phased in approach will result in the best outcome. As a well-established organization with more than seventy years of providing services, including recreation to people with disabilities and their families, we fully appreciate that success begins and ends with actual hands on delivery of services supported by an effective and efficient leadership and operational structure. Simply stated, in order to effectively provide a full management proposal, we must first learn about all aspects of service delivery and gain a more in depth understanding of the operational nature of the existing staff positions, including the supervisory structures that are in place.

The phased-in approach is mutually beneficial. It allows RGA to interface with a variety of Recreation staff in a consultant role with the emphasis on aligning with best practices for Special Recreation and disabilities related matters. Our ability to learn at the point of service delivery gives RGA the opportunity to better understand current practices, staff roles, and dynamics and culture of the department. At the onset of our engagement, it was communicated that high-quality services in partnership with an organization that specializes in the population served was the goal. We believe that we can offer some strategic recommendations to address efficiencies around staffing and operations, but need additional information. Further, we must do our due diligence before proposing a full plan and cost structure to assume responsibility for the staff and operations. Therefore, we are proposing phase one as a consultation agreement. Assuming all parties are aligned and in agreement, phase two would be the implementation of a full management agreement. The following proposal outlines phase one.

The Objective

- Need #1: Improve service delivery quality by offering expertise in working with people with disabilities and their families.
- Need #2: Increase efficiencies with the staffing utilization and daily operations.
- Need #3: Increase staff competency in best practices when working with people with disabilities.

The Opportunity

- Goal #1: Align practices with industry best practice for quality.
- Goal #2: Increase effectiveness and efficiency measures. Establish measures if not currently present.
- Goal #3: Determine the need for restructuring the staff plan and leadership structure based on needs of the department.
- Goal #4: Create an informed menu of services that may be provided by RGA, up to fully “outsourcing” the department.

The Solution

- Recommendation #1: RGA will provide leadership consultation to the Village of Orland Park's Recreation and Parks Department, Special Recreation Division
 - RGA will provide leadership level staff for 15-20 hours on site or virtually per month to work directly with the department leadership or designees to gain a full understanding of current programs/services and to guide on best practices. RGA will assemble a team, based on the needs identified by VOP. This team will include RGA Special Recreation Leadership, Quality Enhancement Manager, Organizational Development Manager (training), and other key team members, including the Chief Services and Chief Executive Officers.
 - Consultation from and access to our Superintendent of Special Recreation and consultation from RGA's President/CEO, Chief Financial Officer, and Chief Services Officer is available, as needed or requested. Direct oversight will be provided by the President/CEO.
 - RGA will develop and carryout training on mutually agreed upon topics to enhance knowledge and expertise around disability related issues, as well as leadership development if warranted.
 - RGA will review policies and procedures and offer recommendations for enhancements. RGA's Quality Enhancement Manager will lead and advise these efforts.

- Recommendation #2: RGA recommends a full evaluation of your Special Recreation services delivery to identify opportunities for enhancements for quality and efficiencies.
 - At minimum, RGA will solicit information and feedback from various stakeholders, including, but not limited to, service participants and families, department staff and leadership, and village leadership. Information will be solicited through focus groups, personal interviews, and other surveying methods.
 - RGA will offer recommendations for direct service enhancements.
 - RGA will fully evaluate the current staff plan and make recommendations, as necessary, to ensure the ability to effectively and efficiently provide quality services.
 - RGA will evaluate all aspects of the daily operations and make recommendations, as necessary.

- Recommendation #3: Consider the need for "outsourcing" Special Recreation services at the conclusion of a period of consultation.
 - RGA will provide a menu of services, up to a complete outsourcing scenario, based on the accumulation of information gained through a period of consultation.

- RGA will provide a report outlining all recommendations and proposed strategic steps forward.

OUR PROPOSAL

RGA has a well-deserved positive reputation. Our business model is based on a person-centered approach and aligned with industry best practice. Our business model is also sound financially and operationally. It is important to us that we enter any sort of agreement with robust information and data, to ensure that we can provide a high-quality deliverable to all stakeholders.

The process that we outlined will result in the desired outcomes of quality services and efficient services. RGA can be of great benefit to the Village of Orland Park’s Recreation Department. A period of formal consultation for mutual learning we believe sets the stage for a positive and productive path forward for both parties. We understand that you are experts at running a Village and Recreation Department and our expertise falls into the arena of delivery services to people with disabilities and families.

A formal agreement with RGA would also result in our ability to begin providing working with families to overall impact their knowledge of the greater service delivery system for residential, employment, family support, and other needed services. Our staff that conduct outreach would offer in-person or virtual learning sessions on important topics for families.

Project Deliverables

Following is a complete list of all project deliverables:

Deliverable	Description
Deliverable #1	Leadership consultation and program support will be provided via a team approach. A mutually agreed upon plan will include onsite presence of a senior RGA manager or other appropriate qualified, policy/procedure review, and a training plan.
Deliverable #2	Evaluation of current practices within the Special Recreation department, including staffing, activities and scheduling, transportation, and other operations.
Deliverable #3	A complete plan of recommendations and a menu of opportunities to further partner, up to and including a complete outsourcing scenario.

Timeline for Execution

A period of 6-months for the consultation period. If goals are accomplished prior to the 6-month period, both parties will discuss and determine any additional follow up.

EXPECTED RESULTS

Service Quality Benefits

- Result #1: Alignment with special recreation and disability related best practices.
- Result #2: A workforce trained by disability industry professionals.
- Result #3: A strategic partnership with subject matter experts to advise on various issues.

Financial Benefits

- Result #1: An affordable approach for leadership support and consultation, while partnering to find the best solution for Special Recreation services.
- Result #2: A third-party evaluation of current staffing plan and operations to seek efficiencies.
- Result #3: A full menu of contractual services with RGA will be presented following a period of consultation.

Other Benefits

- Result #1: Families will have immediate access to RGA resources and expertise.
- Results #2: A formal partnership with RGA is added value to the reputation of the Special Recreation services due to our longtime presence in the industry and positive reputation.

PRICING

A monthly fee of \$5,000 fully inclusive of any travel and materials.

CONCLUSION

A period of formal consultation and mutual learning best positions both parties, in our opinion. We are eager and believe that we can add value and benefits immediately upon formal engagement. We do believe that we can successfully accomplish our mutual goals within a 6-month period. We have adjusted our onsite site staff presence to be flexible and a blend of senior



leadership and other staff with expertise in training, program operations, etc. RGA will be a dual role of support and evaluation. Unfortunately, we are not able to commit to a 20 hour/week staff working directly with programs currently. However, we believe our adjustment to the process and plan allows for better customization and ability to work swiftly to support your desired outcomes.

We have appreciated the time we have been given with Ray, Jeanne, Denise, and others. They have been informative and conversations have been productive. We look forward to further conversations about how we can take this first formal step forward.

Kim Zoeller
President and CEO