

Strategic Plan Goals & Objectives



GOAL
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1

Financial Accountability, Operations & Equipment



Review current purchasing protocols to determine the most efficient and cost-effective methods of obtaining needed items while adhering to state-required mandates; directly communicate purchasing decisions to all employees; and create a streamlined purchasing approval process.



Publish and promote financial resources to further educate taxpayers and policy makers on current and projected (future) expenditures; provide department financial data in a format that is easily absorbed and understood.



Continue targeted advocacy with local, regional and state officials to accurately communicate funding realities; educate Ohio residents on the importance of public advocacy for parks/natural resources funding.



Study the efficacy of alternative funding sources.



Develop a transparent, two-way process to communicate equipment needs.



Communicate the equipment replacement and deferred maintenance schedule so all staff members understand the schedule's viability and funding realities; study the feasibility of placing all maintenance and work tickets/requests on a centralized staff intranet.

GOAL
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2

Internal Communication



Develop clear systems and expectations for all forms of internal communication; enhance methods and frequency of internal communications to ensure employees are knowledgeable and informed; remain mindful of potential selective communications and/or trickle-down communications pockets.



Provide devices/technology/intranet capabilities and training to support the utilization of technology to allow for greater access to communication.

GOAL
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3

External Communication



Reassess and realign marketing and communications outreach to promote consistency, equity and diversity throughout individual regions and parks so patrons can better understand service offerings and programs.



Advance relationships and collaborative partnerships with a diverse cross-section of statewide organizations, businesses and civic/support groups to leverage visibility and share/co-op advertising and promotional opportunities.



Equip, educate and train regional park entities to promote their specific park's offerings or programs to targeted local/regional residents with a focus on diversity, equity and inclusion.

GOAL
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4

Staff Recruitment, Retention & Development



Develop division-specific recruitment campaigns to attract top talent and individuals, reflective of the diversity of our customers and passionate about service, the outdoors, and the environment.



Create purposeful systems for the professional development of all staff members; engage staff leadership teams in discussions related to major initiatives to help define desired outcomes and to determine staff capacity.



Develop clear lines of career advancement through a retention initiative so that quality staff members can feel invested and motivated to stay with the Division of Parks & Watercraft.

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5

Facilities, Parks, Trails & Waterways



Enhance maintenance of deep woods trails to ensure a safe environment for patrons; develop comprehensive trails signage detailing safety and education protocol and procedures for patrons; develop systems to protect trail integrity from overuse and large group events (5K events, etc.)



Develop and communicate a master facility plan for the maintenance and renovation of shelter areas, restrooms/shower areas, picnic tables and other unique park infrastructure; develop and communicate master facility plan for the maintenance and renovation of boat docks at all applicable facilities.



Design systems to increase the cleanliness and general presentation and appearance of park facilities.

GOAL #

6

Safety & Security



Prioritize additional safety and security resources and personnel; promote visibility of safety personnel at high-traffic sites.



Create a promotional campaign to introduce safety and security personnel to the public, considering approachability to a diversity of patrons. Position rangers and police officers as approachable problem-solvers.

GOAL #

7

Climate & Culture



Develop two-way systems to allow for constructive feedback so that staff members can feel heard and understood; increase central staff visibility on site.



Provide leadership/management training for all levels of the organization to ensure proper protocols and management practices, as well as considerations for diversity, equity, and inclusion are being employed.

GOAL #

8

Customer Experience & Programming



Develop clear systems and expectations for all forms of customer contact; create customer service protocols to ensure employees are knowledgeable and informed of customer service expectations.



Audit current education and awareness campaigns to ensure comprehensive and accessible programming options for children, families and senior citizens; promote environmental education and conservation via Division of Parks & Watercraft programming; perform feasibility study of current program performance while considering new programming options; ensure programming is inclusive of all abilities as well as diverse cultures and populations.