



Ohio Department of Natural Resources
Division of Parks & Watercraft

STRATEGIC PLAN

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MISSION

To provide exceptional outdoor recreation and boating opportunities by balancing outstanding customer service, education, protection and conservation of Ohio's state parks and waterways.

VISION

To be a diverse and skilled team empowered to deliver the highest standard of excellence in outdoor recreation and sound resource management.

LEADERSHIP TEAM

Glen Cobb – Chief, Ohio State Parks & Watercraft

Susie Vance – Assistant Chief & Operations Administrator

Steve Harvey – Assistant Chief & Program Administrator

Pat Brown – Law Enforcement Administrator

Scott Fletcher – Boating Law Administrator

Kathy Cochrane – Fiscal Administrator

Phillip Miller – Capital Project Administrator

Goal #1

Financial Accountability, Operations & Equipment



- Demonstrate fiscal transparency and responsibility in decision-making.
- Ensure timely and well-managed decisions in all aspects of operations and management while maintaining a proactive approach to future opportunities and growth.

Goal #1

Objectives

01

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current purchasing process and policies to determine strengths and deficiencies.	Kathy Cochrane	May 2021	
Engage internal staff members to determine challenges.	Kathy Cochrane	February 2021	
Create recommendations for policy and procedure improvements.	Kathy Cochrane	October 2021	
Provide internal staff education and timely updates on state-mandated requirements and changes.	Kathy Cochrane	January 2022	
Perform ongoing review and update of policy manuals.	Kathy Cochrane	January 2023	
Implement new purchasing protocol recommendations.	Kathy Cochrane	January 2022	
Track and measure success.	Kathy Cochrane	January 2023	

02

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Review current financial communications and public-facing financial data.	Kathy Cochrane	January 2021	
Determine data that is most impactful for public promotion.	Kathy Cochrane	July 2021	
Determine applicable communications channels for financial data.	Kathy Cochrane	October 2021	
Publish new financial data at the onset of each calendar year.	Kathy Cochrane	January 2022	
Track and measure success.	Kathy Cochrane	January 2023	

Goal #1

Objectives

03

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Inventory and understand current standardized advocacy efforts.	Susie Vance	February 2021	
Identify current successful and unsuccessful advocacy efforts.	Susie Vance	March 2021	
Create a process to implement effective advocacy campaigns.	Susie Vance	January 2022	
Identify needed or additional advocacy.	Susie Vance	May 2021	
Implement suggested changes, new processes and new advocacy campaigns.	Susie Vance	September 2022	
Define and measure success.	Susie Vance	September 2023	

04

Study the efficacy of alternative funding sources.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Research other federal, state and locally funded systems with an alternative funding source to determine potential sources of funding.	Judi Goss	March 2021	
Determine positive and negatives of alternative funding.	Judi Goss	September 2021	
Research current policies and ORC to determine if alternative funding is allowable.	Judi Goss	March 2022	
Determine best source(s) for alternative funding and how to incorporate into the current budgetary system.	Judi Goss	September 2022	
Make recommendations to administration.	Judi Goss	March 2023	
Track and measure success.	Judi Goss	September 2023	

Goal #1

Objectives

05

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

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current process for equipment replacement/repair to determine strengths and deficiencies.	Steve Harvey	March 2021	
Engage internal staff members to determine challenges.	Steve Harvey	April 2021	
Create recommendations for policy and procedure improvement.	Steve Harvey	July 2021	
Implement new process.	Steve Harvey	October 2021	
Track and measure success.	Steve Harvey	Ongoing	

06

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Review current equipment and maintenance schedules including funding limitations; review current method of communicating schedules.	Steve Harvey	March 2021	
Define the threshold for qualifying equipment/repairs.	Steve Harvey	March 2021	
Engage IT staff to determine apps/programs for centralized equipment database.	Steve Harvey	March 2021	
Create recommendations to implement new replacement schedule and communicate with staff.	Steve Harvey	July 2021	
Implement new procedures.	Steve Harvey	September 2021	
Track and measure success.	Steve Harvey	Ongoing	

Goal #2

Internal Communication



- Consistently engage all staff members with timely and meaningful information and updates.
- Ensure the accurate flow of information to generate universal understanding.

Goal #2

Objectives

- 01** 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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Engage sample set of employees to better understand communication challenges.	Susie Vance	June 2021	
Research similar organizations with successful internal communications.	Susie Vance	September 2021	
Conceptualize potential communications systems and expectations.	Susie Vance	October 2021	
Make recommendations for improvements.	Susie Vance	November 2021	
Implement new recommendations.	Susie Vance	May 2022	
Track and measure success.	Susie Vance	Ongoing	

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

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Determine needed tools and training.	Phil Hoffman	November 2021	
Secure needed licensing.	Phil Hoffman	December 2021	
Develop training plan.	Phil Hoffman	December 2021	
Implement training.	Phil Hoffman	January 2022	
Track and measure success.	Phil Hoffman	Ongoing	

Goal #3

External Communication



- Engage all patrons, stakeholders and partners in two-way communication and collaborative practices.
- Promote the division's mission, vision and value proposition.
- Incorporate diversity outreach and focus.

Goal #3

Objective

01 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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Assess current marketing and communications outreach including local and statewide channels.	Heidi Hetzel-Evans	April 2021	
Define internal and external communication targets and channels.	Heidi Hetzel-Evans	Jan 2022	
Define consistency and equitable communications and opportunities for local, regional and statewide communications and marketing.	Heidi Hetzel-Evans	March 2022	
Determine challenges impacting current inequities for messaging, communications and marketing campaigns.	Heidi Hetzel-Evans	June 2022	
Define or develop new guidelines, processes and tools for equitable and consistent marketing and communications outreach.	Heidi Hetzel-Evans	Nov 2022	
Develop division communications plan (including new guidelines, processes, and tools) to include regional and statewide outreach.	Heidi Hetzel-Evans	Feb 2023	
Implement new communications plan.	Heidi Hetzel-Evans	May 2023	
Measure success of external communications plan, including new processes, guidelines and tools.	Heidi Hetzel-Evans	May 2024	

Goal #3

Objective

02 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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Identify and assess current partnerships and evaluate their success.	Judi Goss	March 2021	
Determine which methods of recruiting have resulted in lasting partnerships.	Judi Goss	September 2021	
Identify any risks and/or barriers and create strategies to assist.	Judi Goss	March 2022	
Develop process to strengthen current methods and protocol for obtaining new partners.	Judi Goss	September 2022	
Suggest and implement recommendations.	Judi Goss	March 2023	
Determine applicable communications channels for field training.	Judi Goss	May 2023	
Track and measure success.	Judi Goss	September 2023	

03 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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Develop standards and expectations for local park social media pages.	Josh Gardener	July 2021	
Identify staff at every park to manage social media pages.	Josh Gardener	July 2021	
Provide social media training to the identified staff members.	Josh Gardener	September 2021	
Create systems for park managers to partner with local convention and visitors' bureaus to promote their park.	Josh Gardener	July 2021	
Identify outreach programs that education staff can provide to local audience either inside or outside the park.	Josh Gardener	January 2022	
Track and measure success.	Josh Gardener	Ongoing	

Goal #4

Staff Recruitment, Retention & Development



- Recruit, retain and develop a diverse, world-class staff dedicated to serving all ODNR Division of Parks and Watercraft patrons and stakeholders.
- Create and promote policies and procedures to effectively guide all staff members.

Goal #4

Objectives

01 **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.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current division recruiting efforts.	Lacey Harrier	March 2021	
Determine challenges and roadblocks to implementation.	Lacey Harrier	April 2021	
Determine all applicable components of division promotion and communication.	Lacey Harrier	June 2021	
Implement new recruitment program.	Lacey Harrier	January 2022	
Track and measure success.	Lacey Harrier	Ongoing	

02 **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.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Review current staff retention initiative and/or programming.	Deborah Hochbein	February 2021	
Determine available resources for the project.	Deborah Hochbein	May 2021	
Reach out to staff to inquire about their knowledge of current programming/ initiatives.	Deborah Hochbein	August 2021	
Identify any risks and/or barriers to implementation and what can be done to avoid barriers.	Deborah Hochbein	November 2021	
Make recommendations for improvements.	Deborah Hochbein	February 2022	
Implement new recommendations.	Deborah Hochbein	May 2022	
Track and measure success.	Deborah Hochbein	May 2023	

Goal #4

Objectives

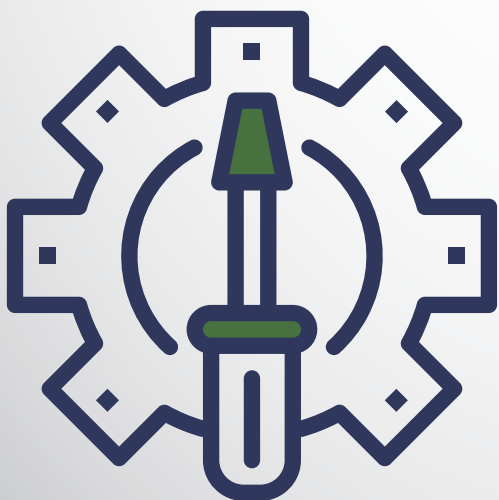
03

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Assess and inventory current professional development opportunities.	Scott Fletcher	February 2021	
Evaluate the need to develop future leaders.	Scott Fletcher	June 2021	
Provide supervisors with development resources; implement skills development planning for staff.	Scott Fletcher	June 2021	
Identify promising future leaders and encourage participation in higher level leadership training.	Scott Fletcher	May 2021	
Monitor progress of implementation.	Scott Fletcher	Ongoing	

Goal #5

Facilities, Parks, Trails & Waterways



- Provide and maintain facilities and infrastructure that are safe, clean and welcoming to all visitors.
- Implement timely and consistent updates and improvements to parks, trails and waterways.

Goal #5

Objectives

01

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.).

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Inventory current trails for signage and safety (bridges, wash outs, culverts, etc.).	Doug Lyons	October 2021	
Determine which trails need addressed in each district.	Doug Lyons	December 2021	
Develop trail signage incorporating the existing signage.	Doug Lyons	December 2022	
Utilize professional trail builders to train staff in trail maintenance best practices.	Doug Lyons	Ongoing	
Develop a trailhead standard kiosk that incorporates trail safety and education into the design.	Doug Lyons	December 2022	

Goal #5

Objectives

02

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

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Develop and implement statewide sign standards to promote consistency and further develop the Ohio State Parks and Watercraft brand.	Josh Gardener	July 2021	
Develop and implement standards for the appearance of park buildings and facilities.	Josh Gardener	January 2022	
Continue to modernize aging buildings and develop standard designs for building renovations-interior and exterior.	Josh Gardener	July 2022	
Develop a schedule to replace furnishings in park cabins including linens, furniture and cookware.	Josh Gardener	January 2023	
Develop and implement cleaning standards and schedules for all park areas and facilities.	Josh Gardener	January 2022	
Implement new technologies including computerized maintenance management systems to increase productivity in cleaning and maintenance operations.	Josh Gardener	January 2022	

Goal #5

Objectives

03

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Establish Parks & Watercraft/DOE team to begin researching efforts to update facilities.	Phil Miller	February 2021	
Inventory park facilities.	Phil Miller	March 2021	
Develop report for planning and future capital budgeting.	Phil Miller	January 2022	
Master Plan development.	Phil Miller	March 2022	
Track and measure success.	Phil Miller	Ongoing	

Goal #6

Safety & Security



Remain proactive in the commitment to provide safe and secure facilities, infrastructure, parks, trails and waterways.

Goal #6

Objectives

01

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

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current safety personnel utilization.	Pat Brown	December 2020	
Create a comprehensive law enforcement staffing plan.	Pat Brown	December 2020 February 2021	
Determine feasibility of implementing additional security measures.	Pat Brown	March 2021	
Develop a plan for the implementation of non-commissioned staff in campgrounds for additional security.	Pat Brown	January 2022	
Complete scheduling directive for law enforcement.	Pat Brown	March 2021	
Implement new plans and procedures.	Pat Brown	June 2022	
Track and measure success.	Pat Brown	Ongoing	

Goal #6

Objectives

02

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Evaluate community engagement programs which have occurred in the past and redevelop with current content.	Pat Brown	January 2022	
Evaluate and develop direction on patrol tactics that engage the public.	Pat Brown	March 2021	
Develop additional programing for community engagement.	Pat Brown	January 2022	
Develop opportunities to include law enforcement officers in existing division education programming.	Pat Brown	January 2022	
Evaluate the feasibility of a social media footprint for Law Enforcement section.	Pat Brown	June 2022	
Implement law enforcement engagement program.	Pat Brown	June 2022	
Track and measure success.	Pat Brown	Ongoing	

Goal #7

Climate & Culture



- Embrace an atmosphere that is inclusive, accepting and respectful to all staff, patrons and stakeholders.
- Promote a positive culture through purposeful dialogue while valuing inclusion, diversity and equity.

Goal #7

Objectives

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

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Review and evaluate current feedback systems.	Brian Miller	Feb 2021	
Brainstorm and identify feedback systems that meet current needs.	Brian Miller	March 2021	
Create new feedback system.	Brian Miller	April 2021	
Implement statewide feedback system.	Brian Miller	May 2021	
Track and measure success of new system.	Brian Miller	Ongoing after implementation	
Identify opportunities for Central Office staff to be engaged with field operations on site.	Brian Miller	March 2021	
Share opportunities and actively encourage Central Office staff to engage.	Brian Miller	May 2021 initially; ongoing after implementation	
Track and measure success.	Brian Miller	Ongoing after implementation	

02 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.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Inventory procedures, especially those perceived as being irregularly enforced statewide.	Scott Fletcher	January 2021	
Develop clear statements of how business is conducted, policies implemented, and procedures are to be followed.	Scott Fletcher	April 2021	
Provide training for frontline supervisors with an emphasis on new supervisors.	Scott Fletcher	September 2021	
Develop operating manual outlining standard procedures.	Scott Fletcher	January 2022	
Track and measure success.	Scott Fletcher	Ongoing	

Goal #8

Customer Experience & Programming



- Provide outstanding customer service and a commitment to problem-solving for patrons.
- Continue to develop and advance timely and engaging programming opportunities for a diverse representation of patrons.

Goal #8

Objectives

01 **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.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Identify the expectations for great service.	Scott Fletcher	January 2021	
Inventory current training opportunities.	Scott Fletcher	April 2021	
Develop or contract for desired training.	Scott Fletcher	June 2021	
Implement training and clarify expectations.	Scott Fletcher	April 2022	
Monitor effectiveness through customer surveys and secret shopper experiences.	Scott Fletcher	Ongoing	

02 **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.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Complete an audit of current campaigns and programming.	Cindy Coss	March 2021	
Determine if current programming content is comprehensive and accessible.	Cindy Coss	February 2022	
Determine how to promote environmental education, conservation, and recreation via ODNR programming.	Cindy Coss	March 2022	
Consider new educational programming options.	Cindy Coss	June 2022	
Restructure, create and/or maintain division awareness, education and campaign plan.	Cindy Coss	November 2022	
Implement new programs.	Cindy Coss	March 2023	
Track and measure success.	Cindy Coss	Ongoing	