



Centerville-Washington
PARK DISTRICT

Board of Park Commissioners

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Strategic Plan
2020 – 2023

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MISSION, VISION, VALUES



MISSION STATEMENT

Deliver fun, healthy, and outstanding park experiences that connect the community with the outdoors.

VISION STATEMENT

To become the outdoor recreation destination of choice for the community we serve.

ORGANIZATIONAL VALUES

- Creating positive memories
- Integrity
- Public service
- Fiscal responsibility
- Environmental responsibility

FOREWARD

The Centerville-Washington Park District continues to employ strategic planning for a number of valuable reasons. First, the District wants to build on the success, as defined by its public, achieved in the previous five years.

Second, the previous strategic plan had run its course, as all strategic plans do. The community and national economies recovered from an extended economic recession. The Park District’s direction needs to be in concert with what is occurring in the community.

Finally, regular input from residents and park visitors directs the Park District to sustain parks, amenities, programs at high quality levels. And, to continually engage the community’s residents in planning and improving all aspects of the District’s assets and services.

This strategic plan is intentionally succinct, short and focused while challenging the organization to improve upon an already superior park system.

The following summary attempts to explain how the plan will enable the District to meet the needs of its residents. However, the plan could not have been created without the direction and support of the veteran Park Commissioners — Mr. David Lee, Ms. Lucy Sánchez and Mr. Dan Monahan. Even more important to the plan was the input provided by so many residents of Centerville and Washington Township via surveys, focus groups and interviews. The Board and Staff of the Park District offer their thanks and appreciation to the hundreds of people who took time to give opinions, ideas and feedback.



EXECUTIVE SUMMARY

PURPOSE OF STRATEGIC PLAN

Quite simply put, the strategic plan follows a clear vision of where the Park District should be headed, and a strategy to get there that is based on community needs and wants.

The plan directs the allocation of resources to those areas that have been determined to be of most importance to the community. It sets priorities, aims efforts and creates an environment to measure levels of success from those priorities and efforts.

However, this plan has an additional, more specific purpose. By 2022, all three of the sitting Park Commissioners will have reached their term limits of nine years. That means that by spring of 2022, the longest serving Commissioner will have just two years on the Board. In that same time period, the District's experienced Director plans to retire. A strategic plan such as this provides direction, continuity and productivity during the time of transition.

SUMMARY AND DIRECTION FOR 2020 AND BEYOND

All good strategic planning requires periodic review and adjustment. The previous CWPD plan was adopted in January 2016. It was a three-year plan ending December 2019. Following the multiple objectives of that plan led the Park District to be recognized as a National Gold Medal Finalist in 2018. More importantly, the strategic planning process helped the District reach more of its residents with more and better events, parks and programs. This plan intends to continue the progress and successes initiated in 2016.

Early in 2019, work started on a new three-year plan that aligns with our agency's mission, vision and values. Dr. Stephen Julian facilitated the development of the new plan by employing a unique approach to planning that promotes healthy teams.

The content that follows was developed through a comprehensive process that engaged our community, park board, and staff, that will provide a clear direction and purpose for the next three years. It is important to note that a good strategic plan is flexible, allowing changes along the way, which improves the overall purpose of the plan.

COMMUNICATION OF PROGRESS

Continuous communication, progress and achievements of the plan will be reported monthly in the regular board meeting notes provided by the director and department managers. In addition, bi-annual and annual summaries will be presented at the June and December work sessions.



PRIORITIES

Following some refinement to match the expressed desires of the community, the priorities were determined to be as follows:

1. DEMONSTRATE RESPONSIBLE LAND STEWARDSHIP

People in the community appreciate and value well-maintained parks and well cared for natural areas. This priority intends to keep the Park District focused on meeting the expectations for having high quality parks, recognizing the parks have different features, uses and value. In addition, it provides emphasis on conserving, restoring and acquiring natural habitats. This priority is part of CWPD effort to address the National Recreation and Park Association Pillar of Conservation.

2. PROVIDE EXPERIENCES TO MEET DIVERSE COMMUNITY NEEDS

Overwhelmingly, the community has “voted with its feet,” figuratively beating a path to dozens of new programs introduced via the previous strategy. Registration and attendance has sky-rocketed in the past five years. However, Park District staff, volunteers and citizens have identified additional population segments to be served. Among these are people with disabilities, economic limitations, transportation limitations, and, those with more “non-traditional” recreational interests. This priority is geared toward identifying and filling gaps in programs while keeping with the District’s mission and vision.

3. EFFECTIVELY ENGAGE STAKEHOLDERS

This priority could use the word, “continue”. Since 2015, the Park District has purposefully and continuously consulted residents and stakeholders for opinion, recommendations and feedback. Nearly 75% of past survey respondents asked to be kept informed, and, welcomed future opportunities to be consulted. Similarly, residents asked the District to continue with a variety of information sharing, communication and interaction. The strategy for the coming few years is to build upon the past five with additional, methodical methods of reaching out and staying close to the people we serve.

4. FOSTER HEALTHY TEAMS

A happy and healthy team makes for a productive team. Employee participation from all levels in the strategic planning process made this a priority. Much like engaging citizens, engaging all staff regardless of position makes for a more valuable plan. In this situation, the result was a call for more structured employee processes to bring better continuity and consistency amongst all departments.

5. IMPROVE ORGANIZATIONAL EFFICIENCIES

In this area, the Park District looks to follow the standards of the Council on Accreditation for Park and Recreation Agencies (CAPRA). Several processes have been identified for modification to comply with CAPRA best practices. Among those are fleet management, preventative maintenance, use of analytics and more. Using an automotive analogy, this priority is a comprehensive tune-up of the Park District engine.

6. PROVIDE RESPONSIBLE FISCAL MANAGEMENT

Planning for any organization’s future requires good financial preparedness. To ensure maximum return to the community for the tax money entrusted to the Park District, this priority came into being. The wise application of financial resources allows for the quantity and quality of services and parks emphasized in the strategic plan. In the coming years, staff and Board will investigate systems and resources to ensure that the Park District is able to continually provide for the community.

IMPLEMENTATION

The work to implement the strategic plan begins in January 2020. The goals as shown in each of the priorities set the broad directions. The Park District's able staff develops objectives and tactics in order to achieve the goals.

The objectives and tactics are what define the work being done in the parks, in the programs and in the offices. By forming volunteer, interdepartmental work teams, the goals will be divided into objectives and tactics. From the beginning, the process has invited staff at all levels. Implementation uses the same approach.

CLOSING COMMENTS



The Centerville-Washington Park District Strategic Plan is both challenging and achievable. It will require good management, good governance and good production from all of the personnel. Fortunately, the Park District has many exceptionally smart, proficient and capable people who will most certainly provide all that is asked, and more.

By working this plan, a really good park system will certainly get better and better.

Respectfully,

Arnold J. Biondo

Director

January 2020

ELEMENTS OF THE 2020 - 2023 STRATEGIC PLAN

The order of the contents on the following page does not necessarily represent an order of priority or importance. The goals noted in green text will be the primary focus of 2020. However, this does not mean progress on any of the other goal will not, or cannot, take place. A similar prioritization procedure will be applied annually.



2020 – 2023 STRATEGIC PLAN GOALS

PRIORITY 1 GOALS: DEMONSTRATE RESPONSIBLE LAND STEWARDSHIP

- A. Create comprehensive park and recreation system masterplan
- B. Create policies and procedures for the development of park and recreation land and facilities
- C. Implement the established stewardship policy on environmental and park sustainability
- D. Create a natural resource management plan for environmentally unique and sensitive habitats

PRIORITY 2 GOALS: PROVIDE EXPERIENCES TO MEET DIVERSE COMMUNITY NEEDS

- A. Increase public participation in CWPD programs and services
- B. Champion trail connections throughout our community
- C. Implement ADA transition plan
- D. Develop a multi-year programming masterplan
- E. Increase experiences within the neighborhood parks

PRIORITY 3 GOALS: EFFECTIVELY ENGAGE STAKEHOLDERS

- A. Establish ongoing liaison roles with complementary organizations
- B. Establish marketing plan
- C. Educate the community about the use of leisure time
- D. Develop needs assessment standard

PRIORITY 4 GOALS: FOSTER HEALTHY TEAMS

- A. Develop a standard performance evaluation process
- B. Create employee on-boarding program
- C. Get structured input from personnel
- D. Conduct a position analysis

PRIORITY 5 GOALS: IMPROVE ORGANIZATIONAL EFFICIENCIES

- A. Develop commissioner on-boarding process
- B. Complete maintenance and operations management standards
- C. Use analytics to guide decisions for improvements
- D. Develop systematic processes for evaluating administration and operations
- E. Develop comprehensive preventative maintenance plan
- F. Complete fleet management plan

PRIORITY 6 GOALS: PROVIDE RESPONSIBLE FISCAL MANAGEMENT

- A. Develop procedures for inventory control of property, equipment, and other assets
- B. Establish a risk management plan
- C. Develop 0.9 mil levy plan by Dec 31, 2023
- D. Revise budget structure
- E. Develop plan for generation of non-tax revenue



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