



Centerville-Washington
PARK DISTRICT

Board of Park Commissioners

Alex Pearl
Jason Riley
Jeff Senney

Strategic Plan
2024 – 2027

TABLE OF CONTENTS

Mission, Vision, Values	3
Foreward	3
Executive Summary	4
Implementation	6
Closing Comments	6
2024 – 2027 Strategic Plan Goals	7



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, communities evolve over time, and their needs, demographics, and priorities may shift. Updating the strategic plan allows the park district to assess whether its current objectives align with the most up to date community feedback. This ensures that the park district remains responsive to community dynamics and continues to provide relevant and valuable services.

Second, the previous strategic plan had run its course, as all strategic plans do. By evaluating the outcomes and impacts of implemented strategies, the park district can identify areas of success and areas that may need adjustment or improvement. This process helps in refining goals, setting new targets, and ensuring that the organization is on track to fulfill its mission effectively.

Finally, updating the strategic plan allows the District to assess external factors and adjust accordingly, ensuring that it remains resilient and adaptable under today’s conditions. This strategic plan challenges 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 Park Commissioners— Mr. Alex Pearl, Mr. Jason Riley, and, Mr. Jeff Senney and dedicated involvement from the entire staff. Even more important to the plan was the input provided by so many residents of Centerville and Washington Township via surveys, focus groups and conversations. The Board and Staff of the Park District offer their thanks and appreciation to the hundreds of people who take the time to give opinions, ideas and feedback.



EXECUTIVE SUMMARY

PURPOSE OF STRATEGIC PLAN

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.

By articulating clear goals and objectives, a strategic plan enhances transparency and accountability to the public. It provides a basis for reporting on progress and demonstrating the park district's value to the community.

Overall, a strategic plan serves as a vital tool for guiding the park district's direction in a systematic and purposeful manner, ensuring that it continues to meet the needs of its stakeholders and fulfill its mission effectively over time.

SUMMARY AND DIRECTION FOR 2024 AND BEYOND

All good strategic planning requires periodic review and adjustment. The previous CWPD plan was adopted in December 2019. It was a four-year plan ending December 2023. 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 2019.

Early in 2024, work started on a new four-year plan that aligns with our agency's mission, vision and values. A team of professionals from Sinclair Community College Workforce Development, facilitated an all-staff workshop utilizing the process of compression planning to ideate and refine strategic plan goals.

The final content that follows was ultimately developed through a combination of community engagement data, as well as participation by staff and Park Commissioners, providing a clear direction and purpose for the next four 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, progress summaries will be presented at the May, October and January work sessions.

PRIORITIES

The priorities, with brief descriptions, 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 that the parks have different features, uses and value. In addition, it provides emphasis on conserving, restoring and acquiring natural habitats.

2. PROVIDE EXPERIENCES TO MEET DIVERSE COMMUNITY NEEDS

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 “nontraditional” recreational interests. This priority is geared towards identifying and filling gaps in programs and services while keeping with the District’s mission and vision.

3. EFFECTIVELY ENGAGE STAKEHOLDERS

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 years is to build upon past success with additional, methodical methods of reaching out and staying close to the people who we serve.

4. FOSTER HEALTHY TEAMS

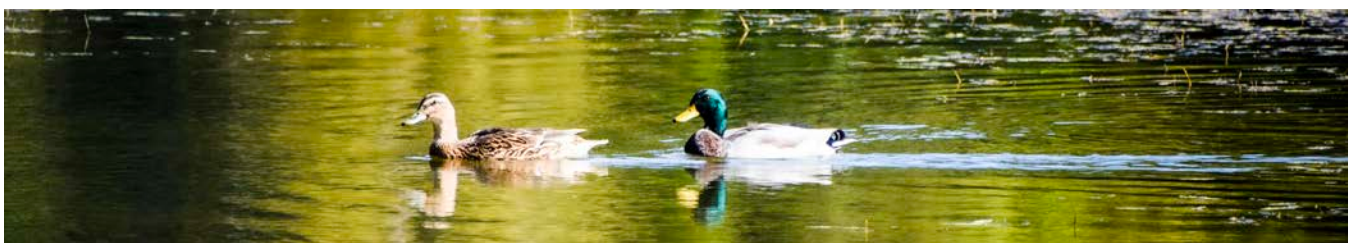
A happy and healthy team makes for a productive team. Employee participation from all levels in the strategic planning process made this a priority. Much like engaging citizens, engaging all staff regardless of position makes for a more valuable plan. In this situation, the result was a call for more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

5. IMPROVE ORGANIZATIONAL EFFICIENCIES

This priority seeks to improve processes to maximize productivity and effectiveness. By focusing on efficiency improvements, the park district aims to enhance service delivery, achieve cost savings, and better meet the needs of the community while ensuring sustainable management of park resources.

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 February 2024. 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 developing programs and in the agency administration. By forming interdepartmental work teams, the goals will be divided into objectives and tactics, which will be undertaken methodically and results measured.

CLOSING COMMENTS



The Centerville-Washington Park District Strategic Plan presents a challenging yet attainable vision. Successful implementation will demand effective management, and optimal performance from all personnel. Fortunately, the Park District boasts highly intelligent, proficient, and capable individuals who are poised to exceed expectations. Through diligent execution of this plan, the Park District is bound to see continuous improvement, further evolving into an even more exceptional and effective entity.

Respectfully,
Your Park Board



The order of the contents below does not necessarily represent an order of priority or importance.

2024 – 2027 STRATEGIC PLAN GOALS

PRIORITY 1 GOALS: DEMONSTRATE RESPONSIBLE LAND STEWARDSHIP

- A. Conserve ecologically vital areas from degradation or urbanization.
- B. Adopt sustainable land management practices that minimize environmental impacts.
- C. Educate the public about the importance of responsible land stewardship.
- D. Forge partnerships to leverage resources and expertise in land stewardship efforts.

PRIORITY 2 GOALS: PROVIDE EXPERIENCES TO MEET DIVERSE COMMUNITY NEEDS

- A. Provide facilities and programs that are accessible to individuals of all ages, abilities, and backgrounds.
- B. Offer programming catered to diverse demographics, interests, skill levels, and schedules.
- C. Establish mechanisms for ongoing feedback to ensure park experiences are responsive to evolving community needs.
- D. Ensure distribution of park amenities among the three types of parks and varied demographic groups in the community.

PRIORITY 3 GOALS: EFFECTIVELY ENGAGE STAKEHOLDERS

- A. Foster multiple communication channels to keep stakeholders informed.
- B. Cultivate partnerships with diverse stakeholders to maximize community impact.
- C. Consistently assess and adapt engagement strategies to further the success of stakeholder collaboration
- D. Enhance the visibility and accessibility of community parks, large nature parks, and parks with distinctive features by creating comprehensive park previews on district website.

PRIORITY 4 GOALS: FOSTER HEALTHY TEAMS

- A. Provide ongoing professional development opportunities for staff.
- B. Foster a culture of open communication and appreciation where individuals feel supported and valued.
- C. Promote employee health and wellness.
- D. Implement procedures and provide resources to ensure a safe work environment.

PRIORITY 5 GOALS: IMPROVE ORGANIZATIONAL EFFICIENCIES

- A. Prioritize customer service focused on creating positive experiences.
- B. Encourage cross-departmental collaboration to facilitate a holistic approach to organizational efficiency.
- C. Identify opportunities to leverage technology solutions and automation tools to streamline manual processes.
- D. Pursue continuous improvement to enhance service delivery.
- E. Review standard processes and policies on a regular basis.

PRIORITY 6 GOALS: PROVIDE RESPONSIBLE FISCAL MANAGEMENT

- A. Increase transparency of financial reporting.
- B. Establish a capital improvement replacement program.
- C. Prioritize cost saving measures agency-wide.
- D. Continuously evaluate avenues for non-tax revenue streams.



221 N. Main Street | Centerville, OH 45459 | 937 433 5155 | www.cwpd.org