

# STRATEGIC PLAN 2014 - 2018



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## **Acknowledgements**

### **Board of Commissioners**

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### **Strategic Plan Facilitation**

Barbara Heller, Heller and Heller Consulting

## **Introduction**

From 2004 to 2009 MetroParks experienced a high growth period that included acquiring various City of Dayton parks and new MetroParks land; developing multiple new facilities such as RiverScape, 2<sup>nd</sup> Street Market and Adventure Central; expanding services such as horticulture, recreation and law enforcement; and adding new staff. Due to outstanding support from the community, a 10-year property tax levy was overwhelmingly approved in 2009 despite the challenging economic times.

In 2011, MetroParks experienced significant reductions in three primary funding sources: property tax revenue (due to declining property values) state funding, and local government funding. To continue to be financially viable and offer the high level of service the community expected, MetroParks needed to evaluate and realign its focus, resources, operations and structure. As a result, the organization embarked on a two-year effort to develop a strategic plan that focuses on the next five years. This plan address the needs and interests of the community and aligns MetroParks' vision, mission and values, as well as its organizational and budget capacities to meet those needs and interests.

## **The Process**

In July 2011, MetroParks began its initial strategic planning process that included an internal review of its core services, purpose, vision, mission, and values. In addition, as part of an anonymous internal survey titled "If We Were to Start from Scratch," all employees were asked to provide their thoughts and suggestions on the following questions:

**What parks/green space, services, programs or facilities could be eliminated, consolidated or reduced?**

- What would be the negative impacts, if any?
- What would be the benefit(s)?

**What could provide new revenue for programs, events, parks, facilities, equipment or services?**

Approximately 69% of the workforce responded to the survey and provided ideas and suggestions that led to the development of 12 organizational priorities based on the most common responses.

The 12 Organizational Priorities are listed below:

1. Develop a Pricing Policy
2. Build a Development Plan
3. Developing an Agency-wide Purchasing Plan
4. Evaluate Fleet Management
5. Evaluate Equipment
6. Park-Oriented Operational Changes
7. Evaluate Horticultural Practices
8. Develop an Agency-wide Sustainability Plan
9. Maximize Use of Volunteers
10. Organizational Analysis
11. Address Miscellaneous Operational Issues
12. Implement Cost of Service

In January 2012, the 12 Priority Teams comprised of employees from all levels of the work force participated on one or more of the teams led by Department Directors. The purpose of the teams was to discuss and analyze how to address the priority, develop solutions and provide recommendations for implementation to the rest of the organization.

Teams completed their presentations that included recommendations in February 2013. As a result, a series of meetings with the leadership team and staff addressed four areas:

1. Identification of the organization's strengths, weaknesses, opportunities and threats
2. Identification of organizational goals
3. Review of the priority team recommendations
4. Identification of whether the recommendations were achievable, and operational or strategic

The recommendations that were identified as operational have been transitioned into operational action plans. Periodic updates regarding the progress of the operational action plans are provided quarterly to staff via team and department meetings, as well on the organization's intranet. The priorities that were identified as strategic are included in this strategic plan. Barbara Heller of Heller and Heller Consulting then facilitated two sessions with the leadership team to develop the plan's strategic framework, goals, objectives and initiatives.

## The Plan

The five-year Strategic Plan is focused on the calendar years that include 2014 – 2018. The intent of the plan is to accomplish the following:

1. Establish clear direction for the next five years
2. Align the organization's resources with its strategic direction
3. Focus on community engagement to guide this plan
4. Drive innovation, leadership and teamwork as part of the organization's culture

## The Balanced Scorecard

The Strategic Plan is based on the Balanced Scorecard, a strategy framework that emphasizes the cause and effect relationships among distinct yet interrelated strategic perspectives that focus on:

- Customer
- Financial
- Internal Business
- Growth and Development

Shown below is the Balanced Scorecard hierarchy that depicts the connection between the various components of the strategic plan that will address the strategic perspectives:



## Strategic Plan Component Definitions

Purpose:	Why our organization was created
Vision:	What we aspire to be
Mission:	What we do
Values:	What we stand for
Perspectives:	Organizational viewpoint focused on the following areas: <ul style="list-style-type: none"><li>• Financial –utilizing practices that ensure financial accountability and success</li><li>• Customer – understanding customer needs and exceeding their expectations</li><li>• Internal Business – providing outstanding services to all customers (internal and external)</li><li>• Learning and Growth – cultivating staff abilities to excel, lead, and meet future organizational and community needs</li></ul>
Goals:	Concise and broad statements that describe specific elements an organization must do well in order to execute its strategy
Objectives:	Specific priority statements of actions, programs, activities or projects that will be undertaken to meet the organizational goals and mission
Initiatives:	Action statements that prioritize how the organization meets its objectives
Tactics:	Detailed and measurable steps necessary to complete the initiatives
Measurements:	Standards used to evaluate and communicate performance against expected results

# FIVE RIVERS METROPARKS 2014-2018



## PURPOSE:

The purpose of Five Rivers MetroParks is to protect natural areas, parks and river corridors, and to promote the conservation and use of these lands and waterways for the ongoing benefit of the people in the region.

## VISION:

To be the conservation leader of a vital, active, nature-based community.

## MISSION:

Protect the region's natural heritage and provide outdoor experiences that inspire a personal connection with nature.

## ORGANIZATIONAL VALUES:

- |  |  |
|--|--|
| Collaboration... <i>work together</i>                              | Fiscal Responsibility... <i>stewards of entrusted funds</i>      |
| Commitment... <i>dedicated to service beyond self</i>              | Innovation... <i>challenge the status quo</i>                    |
| Community... <i>unified in our efforts</i>                         | Integrity... <i>require honest &amp; ethical decision-making</i> |
| Excellence... <i>expect high quality performance &amp; service</i> | Professional Growth... <i>challenge staff to learn</i>           |
| Fun... <i>love what we do and celebrate it</i>                     | Respect... <i>revere each other and those we serve</i>           |
| Diversity... <i>support differences &amp; inclusiveness</i>        | Sustainability... <i>create capacity to endure &amp; thrive</i>  |

GOALS	 <b>Create Great Parks</b>	 <b>Engage The Community</b>	 <b>Be a Model of Fiscal Responsibility &amp; Integrity</b>	 <b>Achieve Operational Excellence</b>	 <b>Empower &amp; Prepare Our Team</b>
OBJECTIVES	Provide Essential Park Amenities & Services  Ensure Healthy Biodiversity  Establish the Plan for the Next Levy Period  Create Destinations	Collaborate Across Boundaries  Create a Community Conservation Culture	Ensure Financial Stability  Develop Alternative Funding Resources  Commit to Financial Transparency	Work Together  Provide Exceptional Customer Service  Improve Business Practices	Develop Leaders  Accountable to Outcomes  Encourage Creativity & Innovation
	CUSTOMER PERSPECTIVE		FINANCIAL PERSPECTIVE	INTERNAL BUSINESS PERSPECTIVE	GROWTH/ DEVELOPMENT PERSPECTIVE

## **Initiatives**

As part of the annual planning process, short, mid and long term initiatives that support achieving the goals and objectives will be established, evaluated and modified based upon organizational and budget capacities and community input.

Department directors will then lead the implementation of the initiatives by engaging departmental staff and cross-functional teams. These teams will develop annual action plans that include measurable tactics to complete the initiatives.

The action plans will be reviewed quarterly at leadership, supervisory and department meetings, Board of Commissioners meetings and semi-annual all-staff meetings. Updates will also be posted on SharePoint, MetroParks' intranet communication tool. Periodic updates during each calendar year will also be shared with the community via the annual report and other methods.

## **Organizational Measurements**

Measurements are standards used to evaluate and communicate organizational performance against expected results. Staff will determine how their initiatives and tactics will be measured and connected to the organizational measurements. Examples of organizational measurements are listed below:

1. Feedback from the community and partners meet or exceed established measurable targets
2. Department annual operating and capital budgets support the organizational goals, its objectives and initiatives
3. Annual action plans accomplish their initiatives
4. Budgeted revenues are met each year
5. Budgeted cost recovery goals are met each year
6. Council on Accreditation for Park and Recreation Agencies (CAPRA) standards are achieved and maintained
7. Internal and external customer satisfaction rates are established are met and/or exceeded
8. Program and facility usage/participation levels tracked and analyzed quarterly
9. Organization-wide mentoring and staff development programs are developed and implemented

## Implementation Timeline

The implementation timeline for completing the annual goals, objectives and initiatives is meant to serve as a guide in accomplishing the plan. While the organizational goals and objectives remain constant throughout the strategic plan's implementation, initiatives are more flexible and implementation of them may be completed earlier or later in the plan's timeline, depending upon the organizational and budget capacities for each year.

### SHORT-TERM: 2014 and 2015

#### **GOAL: CREATE GREAT PARKS**

Objective: Provide Essential Park Amenities and Services

Initiative: Complete an organizational master plan

Objective: Ensure Healthy Biodiversity

Initiative: Develop conservation plans to protect our natural heritage

#### **GOAL: ENGAGE THE COMMUNITY**

Objective: Collaborate Across Boundaries

Initiative: Engage the community in collaborative efforts and initiatives to value and conserve our natural heritage

Objective: Create a Community Conservation Culture

Initiative: Connect youth and families to nature and active outdoor lifestyles

#### **GOAL: BE A MODEL OF FISCAL RESPONSIBILITY AND INTEGRITY**

Objective: Commit to Financial Transparency

Initiative: Provide easy access to the organization's financial data and reports

Objective: Develop Alternative Funding Resources

Initiative: Create and implement a development plan

Objective: Ensure Financial Stability

Initiative: Implement and refine the organization's cost recovery plan and pricing philosophy

## SHORT-TERM: 2014 and 2015

### **GOAL: ACHIEVE OPERATIONAL EXCELLENCE**

Objective: Work Together

Initiative: Collectively address agency issues and priorities

Objective: Improve Business Practices

Initiative: Develop and implement agency-wide sustainable practices

Initiative: Achieve and maintain accreditation through the Council on Accreditation for Park and Recreation Agencies (CAPRA)

### **GOAL: EMPOWER AND PREPARE OUR TEAM**

Objective: Accountable to Outcomes

Initiative: Align and measure organization, department and staff performance based on the organization's vision, mission, values and strategic plan

Objective: Develop Leaders

Initiative: Update/Identify core competencies and skills sets required for leadership and supervisory positions

Initiative: Implement succession and staff professional development plans

Objective: Encourage Creativity and Innovation

Initiative: Evaluate and determine compensation and benefits that attract and retain creative, innovative, and a high performing workforce

## MID-TERM: 2016 and 2017

### **GOAL: CREATE GREAT PARKS**

Objective: Create Destinations

Initiative: Create experiences that exceed visitor expectations

Objective: Establish the Plan for the Next Levy Period

Initiative: Identify the improvements, services, staffing and budget for the next levy campaign

Objective: Ensure Healthy Biodiversity

Initiative: Implement conservation plans to protect our natural heritage

### **GOAL: OPERATIONAL EXCELLENCE**

Objective: Provide Exceptional Customer Service

Initiative: Develop internal and external customer service standards and evaluation tools

### **GOAL: EMPOWER AND PREPARE OUR TEAM**

Objective: Develop Leaders

Initiative: Provide leadership opportunities for employees at all levels

Objective: Encourage Creativity and Innovation

Initiative: Enable, encourage, recognize and celebrate innovation and calculated risk-taking

## LONG TERM: 2018 +

### **GOAL: CREATE GREAT PARKS**

Objective: Ensure Healthy Biodiversity

Initiative: Complete the conservation plans to protect our natural heritage

### **GOAL: EMPOWER AND PREPARE OUR TEAM**

Objective: Accountable to Outcomes

Initiative: Identify/Update core competencies and skill sets required for all employee positions