



Priority # 1: A Healthy Organizational Culture

Goal 1: Support an internal community of trust & respect		Priority (1, 2, or 3)	Resource Requirement (High, Mid, or Low)	Team	Lead	17	2	3	4	1	2	3	4	1	2	3	4	Outcomes	Status
						Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q		
a	Survey employees annually, via an employee satisfaction ranking, i.e., Summit County's Best Work Places survey, to determine overall satisfaction.	1	Low	Chief of Community Engagement/Senior Staff	Director				x				x					Distribute survey, via help from CE, to staff, with a goal of 75% participation. Achieve the government benchmark rating or above in all categories in terms of "satisfaction" results.	Outside survey put off for '17 due to budget. LK coordinated internal survey. NE 04/21/17. In-house satisfaction survey complete.
b	All Marketing team members should attend one interpretative program per quarter to enhance team building and add value to services.	2	Low	All CE Team Members	Chief of Community Engagement	x	x	x	x	x	x	x	x	x	x	x		Increase awareness of staff skills and communication within the team to better serve the public.	Yes; ongoing. 11/14/17 NE
c	Deliver a staff presentation representing the CE department at Senior Staff and/or Board Meetings.	2	Low	All CE Team Members	Chief of Community Engagement	x	x	x	x	x	x	x	x	x	x			Showcase staff and projects to increase staff recognition and pride in their work. Present up to 6 times per year.	Yes. Regularly for CE meetings. During Sr. Staff (JM) Nov 7. 11/14/17 NE Ongoing Mike 11/17
d	Create teambuilding experiences with all Community Engagement, i.e., community and park visits, due to new hires and continued desire to team build.	1	Low	All CE Team Members	Chief of Community Engagement	x	x	x	x	x	x	x	x	x				Conduct in-service site visits a minimum of twice annually	COMPLETE for 2017.
e	Host a bi-annual operations meeting with managers and crew leaders. Invite Sr. staff or Department representative to present on what's happening in their respective area(s).	1	Low	Managers & Crew Leaders	Chief of Operations													Improve communications between park crews and other departments.	2017 - Spring 3/21/17 - Fall 10/24/17 (AH 11/17)
f	Host one day operations event to highlight park projects and do team building exercise similar to that of the State Park Maintenance Conference.	2	Mid	Managers & Crew Leaders	Chief of Operations			x				x					x	Increase morale and promote teamwork.	Scheduled for 11/21/17. Forestry and chipper training AM and teambuilding exercise and equipment operation in afternoon. (AH 11/17)
g	Hold quarterly managers meetings per region.	2	Low	Park Managers	Regional Managers	x	x	x	x	x	x	x	x	x	x	x	x	Improve communication and transparency.	On-going (AH 11/17)
h	Conduct weekly field office meetings to update Operations staff on park updates and safety topics.	1	Low	Park Managers/ Crew Leaders/Regional Managers	Park Managers	x	x	x	x	x	x	x	x	x	x	x	x	Improve communication and transparency with field staff.	On-going - Mgrs conducting Monday morning meetings at each FO (AH 11/17)
i	Create friendly competition to motivate staff when completing day-to-day task. Provide recognition to the winner, i.e. traveling trophy - ex: best maintained equipment or restrooms.	3	Low	Regional Managers	Chief of Operations				x				x				x	Improve work quality and team building.	Travelling Trophy - Award once a year at Spring bi-annual meeting. Silver Creek won award for 2016. Trophy for 2017 will be awarded at Spring 2018 meeting. (AH 11/17)
j	Have representatives from each Department attend monthly staff meetings to better understand planning efforts.	1	High	Senior Staff	Chief of Planning	x	x	x	x	x	x	x	x	x	x			Improve communication between departments.	This is taking place 8/2/17 NGM
k	Planning department shall meet with all park managers at their park annually to understand their needs annually.	3	Mid	Planning Staff/Park Managers	Chief of Planning	x				x				x				Improved understanding of park manager needs.	3 down, more to go 8/2/17 NGM
l	Present plans to all Departments prior to finalizing so there is an understanding of intent and opportunity to provide feedback.	1	Mid	Planning Staff	Project Manager	x	x	x	x	x	x	x	x	x				Provide better understanding of park plans and reduce changes to the plans achieving less than 10% in change orders.	All plans are now being shared with all departments. 8/2/17 NGM
m	Hold quarterly Department meetings. Brief on current/forecasted topics and events. After meeting, allow time for union meeting (within 2 weeks) to discuss related labor-management topics.	2	Low	Ranger Staff	Chief of Rangers	x	x	x	x	x	x	x	x	x	x	x	x	4 meetings per year, minimally, to improve communications.	COMPLETE: 4 Meetings scheduled through 2017 , 11/6/2017 DS
n	Hold HR topic meetings with all employees in all field office locations annually for updates, questions and/or opportunities, i.e. Health fair, benefit updates, etc.	1	Low	Chief of Human Resources/ Senior Staff	Chief of Human Resources				x				x					Observe employee interaction/participation to keep them better informed. Determine effectiveness for successive years.	Chief of HR&Admin held meet & greets with all field offices where open participation took place. AD 7/24/17 Held Benefits information meeting in preparation for open enrollment and Health Fair. 11/7/17 AD

v	Select rangers to become specialized through an Individualized Training Programs and have those rangers get experience teaching at in-service trainings.	2	Mid	All Rangers	Ranger Supervisors	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	3 rangers instructors assigned to this program, i.e. DUI, search/seizure, court procedures, etc.	COMPLETE: Lt Shellenbarger assigning: Sgt Hamblen, assigned to DUI, Search & seizure- Schlaeppi & Kelly; Court procedures- Phillips. Actual training to start at 2018 in-service/spring training. 11/6/2017
w	Identify opportunities to offer training to outside agencies, i.e. fit program; bike patrol.	3	Low	Specialized Rangers	Ranger Supervisors	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Host a program for other agencies or take to other departments twice annually.	COMPLETE: Chief gave presentation at OPRA in Jan and department presentation at KSU 6 Mar. Bike patrol presented at Mtn bike Open House.(DS) 11/6/2017
x	Provide training opportunities for administrative staff so supervisors can improve upon their strengths on HR related topics.	1	Mid	Human Resources/ Senior Staff	Chief of HR	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monitoring attendance at HR trainings to ensure 100% attendance by identified staff.	Meeting with Kent State Training Coordinator 11/9. 11/7/17 AD
y	Institute monthly volunteer trainings.	3	Low	Volunteer Manager	Volunteer Manager	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Determine relationship between training hours and service hours by tracking attendance for both with a goal of increased training equaling increased service hours.	Trainings in 2016 had many participants (current volunteers getting re-trained). Going back to one/one and small group trainings as new vols start- works better. DD 7/17 Several One/one trainings this past quarter (10 new trail vols) DD 11/4
Goal 3: Enhance effective communication & transparency		Priority (1, 2, or 3)	Resource Requirement (High, Mid, or Low)	Team	Lead	1 Q 17	2 Q 17	3 Q 17	4 Q 17	1 Q 18	2 Q 18	3 Q 18	4 Q 18	1 Q 19	2 Q 19	3 Q 19	4 Q 19	Outcomes	Status				
a	Provide quarterly video updates to all employees on park news and budget update.	2	Low	Director	Director																	Determine most impactful most cost effective way to create and distribute video information for release to staff. increase trust in administration and cohesive park culture.	Providing video updates have challenges and security issues for a public agency. Looking for another way to accomplish this. Need to get tech problems fixed first. LK 11/2017
b	Schedule all CE staff member(s) to attend a public session of a SMP Board meeting.	1	Low	CE Team Members	Chief of Community Engagement	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Improve internal knowledge, allow one person/monthly; all CE employees will have the opportunity once within an 18-month period.	Ongoing. 11/14/17
c	Share monthly Operations Department updates on personnel, projects, park specific updates and other noteworthy items to all Operations staff.	2	Low	Managers	Chief of Operations	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Improve staff's perception on communication and transparency.	Currently, board report only. The hope is to provide a more detail briefing in the future to cover items not always in the board report. (AH 11/17)
d	Communicate with parks on status of equipment repairs. Call ahead of showing up at a remote park to repair or service equipment.	3	Low	Service Center Staff/ Project Mgrs	Master Mechanic	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Increase communication between service center staff and park managers.	Ongoing - Calling ahead is getting better, but still need improvement. (AH 11/17)
e	Re-establish a system for tracking shared operations equipment and implement sign-out procedures.	3	Low	Operations staff	Master Mechanic			x														Decrease amount of time equipment is out in the field but not being utilized.	Ongoing- Avery and Duffield working on. (AH 11/17)
f	Train operations management staff on all features of Lotus Notes.	2	High	Tech Team	Chief of Operations	x																Transition all managers to utilize Lotus Notes calendar.	Initial training complete, but more to learn. (AH 11/17)
g	Meet with Operations safety committee at least bi-annually. Develop goals and objectives for the committee.	1	Low	Safety Committee	South Regional Manager	x		x		x		x		x		x						Increase staff's knowledge and decrease the number of workplace accidents.	Met in Feb and October. Committee is working goals and objectives. (AH 11/17)
h	Institute a daily shift roll call to assist with the decentralized park system i.e. Multiple potential sources - text, video.	2	Mid	Ranger Staff, Specialized Rangers	Chief of Rangers				x													Enhance communication between rangers and supervision.	Research ongoing. Implementation at beginning of 2018. To be done via video conference. Lt Shellenbarger is POC 11/6/2017 DS
i	Research implementation of the North/South District platoons.	3	High	Ranger Staff	Ranger Lt.																x	Determine the feasibility of establishing a North/South Platoon.	COMPLETE: Lt Shellenbarger POC. Program does not look likely to happen. 11/6/2017 DS
j	Invite all Senior Staff to quarterly department meetings to update ranger staff.	2	Low	Senior Staff, Ranger Staff	Chief of Rangers	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Improve communication and transparency among departments.	COMPLETE: Invite dept heads/ reps to ranger meetings. All dept heads have made at least 1 presentation at ranger meeting/s in 2017. 11/6/2017
k	Timely reporting of any payroll hires/terminations before the pay period ends to reduce payroll reporting errors.	1	Low	All Departments	Payroll specialist	x				x											x	Observe compliance with internal deadlines, educate staff.	Creating internal memo with deadlines. 3/17 DF DONE
l	Discuss guidelines and timelines at senior staff meetings to raise awareness of Finance procedures.	1	Low	Finance	Chief of Finance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Observe compliance with internal deadlines, educate staff.	Payroll memo re: LRF's distributed 1st Q. DONE - DF
m	Hold pre-budget reviews in September annually to review budget items for necessity and austerity.	1	Low	Chief of Community Engagement/Chief of Ops/Regionals/Chief of Planning	Chief of Finance				x												x	Schedule October budget meeting.	COMPLETE - DF

Goal 4: Increase staff diversity that reflects our communities		Priority (1, 2, or 3)	Resource Requirement (High, Mid, or Low)	Team	Lead	1 Q 17	2 Q 17	3 Q 17	4 Q 17	1 Q 18	2 Q 18	3 Q 18	4 Q 18	1 Q 19	2 Q 19	3 Q 19	4 Q 19	Outcomes	Status
a	Create and implement career shadow program for park careers. Discuss and draft a shadowing program/protocol for the district.	1	High	Chief of Resource Management/ Chief of Community Engagement	Director				x	x	x	x	x	x	x	x	x	Offer program to area high schools and universities resulting in increased employment opportunities for area youths.	There's a lot of work to do here. I will work with Mike and Nate to form our offerings into 2 or 3 'canned' programs. Yet to be started. LK 11/2017
b	Revise our general personal appearance guidelines to adapt to todays work force and employable generations; each Department will establish specific guidelines, if needed, for their Department that will be incorporated into the overall document.	3	Low	Human Resources/Managers	Director			x										Update guidelines that align with todays workforce and employable generations.	Need to schedule time with Director for further understanding.Looking into diversity training for 2018. 11/7/17 AD
c	Advertise positions in outlets other than our website and partner with other agencies, i.e. library, Summit County, local high schools and universities, to post jobs. Meet with staff to develop list of websites relevant to their job posting. Track which websites are effective and track where applicant heard about the job.	1	Low	Senior Staff	Chief of Human Resources			x										Increase job applicant pool, tracking the first year as a benchmark and comparing following 2 years.	Reviewing Technical trade schools for OPS positions. AD 7/24/17 Schedule meeting with department heads on related posting sites. Created SMP indeed account. 11/7/2017 AD
d	Create a diversity training program.	1	Low	Senior Staff	Chief of Human Resources			x										100% staff attendance to training program.	Director will work w/ HR. Plan in the works for diversity training for supervisors, managers and front-line staff.
e	Identify seasonal opportunities for workers under 18 and/or without a driver's license.	3	Low	Senior Staff/Park Managers	Chief of Operations	x												Increase the pool of qualified seasonal applicants.	On hold for 2017. Revisit in winter. We need to fully understand all requirements and regulations for youth workers doing maintenance work. (AH 11/17)
f	Have planning staff accompany NRM to International Institute to understand refugee community.	3	Low	Planning Staff	Chief of Planning		x		x		x		x				x	Increase awareness of refugee community. Attend up to 2x/year	Programs at International Institute have stopped.
g	Attend law enforcement training academies to recruit new employees to increase diversity recruitment.	1	Low	Ranger Staff	Ranger Supervisors	x	x	x	x	x	x	x	x	x	x	x	x	Attendance at 2 law enforcement training academies per year. Increase in overall applicant pool.	COMPLETE: Lt Shellebarger is instructing at U of A academy and attend Kent State academy. 11/6/2017 DS
h	Attend job fairs with a focus of diversity recruitment.	1	Low	Ranger Staff/Specialized Rangers	Chief of Rangers	x	x	x	x	x	x	x	x	x	x	x	x	Attendance at 5 job fairs per year and 5 community events per year i.e., East Akron Community Day.	COMPLETE: Hocking College 15 Feb -Chief; Summit Lake Touch A Truck-Lloyd; Bike patrol at July 4 parade in Stow- Lloyd & Steele; IIA Cultural orientation day May 30,31; Stow Community Helper's Day at MF Library- Tanner; Hudson Fireworks- Phillips; Portage Lakes. 11/6/2017 dsfireworks- Brown; Twinsburg Natatorium Night Out-Axner; Karen Memorial Day-Brown & Palinkas; Pride Festival- Phillips. DS
i	Use map plotting to uncover areas with less current volunteer representation. Market volunteering opportunities to diverse populations.	2	Low	Volunteer Manager & Volunteer Supervisors	Volunteer Manager			x			x						x	Recruitment of a more diverse volunteer corps.	Map showing volunteer zip codes by R. Langford showed a nice distribution among zip codes is already occurring. DD 3/17. Done in Day projects very diverse ages IE nuts planting 11.6. DD
j	Speak at schools regarding career opportunities in Parks. Solicit feedback from teachers as to effectiveness of presentations.	1	Low	Senior Staff/Park Staff	Senior Staff	x	x	x	x	x	x	x	x	x	x	x	x	Presentations for promoting workforce/recruiting given six times a year throughout the community.	Mike Johnson attended a career day at North High School in the winter of 2017. Ramsey Landford and Dan Toth both offered a workshop/event for Urban Vision. Mike Johnson spoke to students at Miller South School on wildlife. MJ 5/8/17.