



# **CALVERT COUNTY PARKS & RECREATION**

## **Strategic Plan**

### **Fiscal Year 2020 Goals and Objectives Progress Update**

**175 Main Street  
Prince Frederick, MD 20678**

**Fiscal Year 2019 - 2023  
July 2018 – June 2023**



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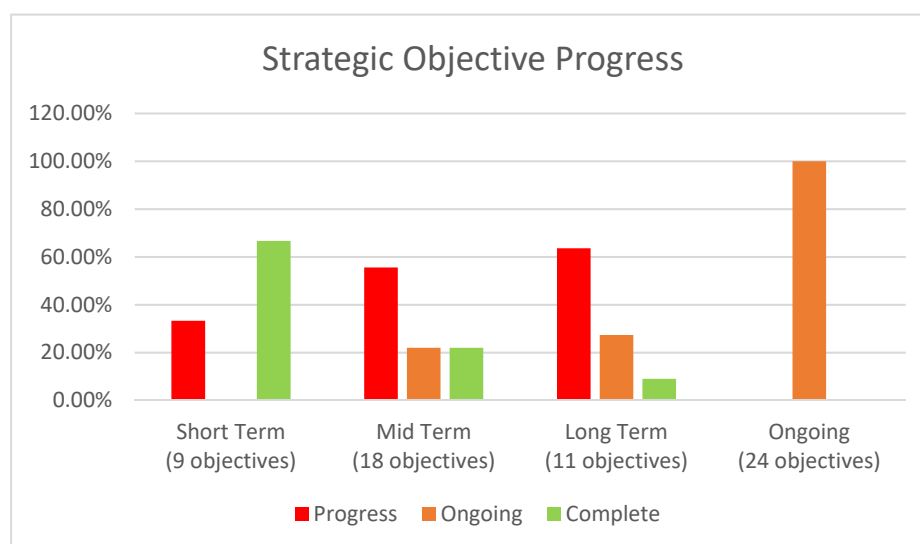
## Executive Summary

The Parks and Recreation Strategic Plan outlines the general management, assesses the business climate, addresses goals and objectives as well as outlines resources for the Department. The Plan is developed in accordance with the Calvert County Strategic Plan, Calvert County Comprehensive Plan, and the Land Preservation, Parks, and Recreation Plan (LPPRP). The Plan is updated every five (5) years by the Parks & Recreation Director and leadership staff. The Plan identifies the Department's top priorities and is also reviewed annually by leadership staff in order to make mid-course corrections if needed. This allows for the opportunity to re-evaluate various components of the Plan and revise plans and systems in order to provide for synchronicity in all County efforts.

The Fiscal Year 2020 Goals and Objectives Progress Update is the result of the annual review by leadership staff and outlines progress made on each goal and objective. Department Goals and Objectives are taken from Section V of the Parks and Recreation Strategic Plan. In Fiscal Year 2020, the Department showed progress on all seven goals. Five objectives were completed in FY19 and eight more have been completed in FY20. With three years remaining, none of the objectives have no update and thirteen objectives have been completed. The below chart examines the trend of progress between short, mid, long term, and ongoing objectives. This analysis shows we are prioritizing correctly by focusing on short term completion with an emphasis on progress made for mid-term and ongoing objectives.

Four of the completed objectives included the adoption of the Parks & Recreation Ordinance (Chapter 82) of Calvert County Code, Revenue & Fee Manual/Policy, and Marketing & Outreach Plan. These documents are integral for the future of CCPR as we continue to progress and build on our completed and continuous efforts.

For Fiscal Year 2021, the Department will continue to work towards the completion of short-term objectives, completion of a portion of mid-term objectives, progress on long term objectives, and continuation of ongoing efforts.



## Departmental Goals and Objectives

### Meet Present and Future Needs of Community

- Complete master plan development for properties known as “Offsite Area A” and the “Watson Property.” Mid Term
  - *Master Plan for “Offsite Area A,” now Dominion Energy Regional Park, is at 95% completion. The consultant is making final adjustments to draft to prepare for presentation and adoption by the BOCC.*
- Update master plan for Cove Point Park. Short Term.
  - *Master Plan for Cove Point Park is at 95% completion. The consultant is making final adjustments to draft to prepare for presentation and adoption by the BOCC.*
- Develop a priority list for updates to remaining park master plans and begin implementation of updating plans. Mid Term
  - *Master plan updates for Hallowing Point Park and Dunkirk District Park are a priority upon completion of Cove Point Park’s master plan update.*
- Complete Phase 1 construction at Ward Farm Recreation & Nature Park and begin design of Phase 2. Long Term
  - *Phase 1 has gone out to bid and a company has been awarded the contract. Construction began in May 2020 to include a traffic circle on Ward Road. The observation pier design has been approved and permitted. The overlook pavilion is in review. Phase 2 design is in TEG review to include utilities, septic and restrooms.*
- Complete Chesapeake Hills Golf Course renovation master plan. Long Term
  - *Phase 1 of the fencing project has been completed. A replacement storage facility is currently in permitting in order to demolish the old inadequate building currently used for equipment storage. Completely re-sodded #2 green. Realigned #9 tee box.*
- Develop and construct a clubhouse building and course restroom facilities at Chesapeake Hills Golf Course. Long Term
  - *One on course restroom facility installed and operational in 2020. The clubhouse project has been approved by the BOCC in CIP and is currently in the process of awarding a contract for design work.*
- Explore options to expand Capital Outlay budget, equipment replacement and deferred maintenance funding. On-Going.
  - *Continuing to maintain equipment replacement schedule in annual budget process. Working with Technology Services on expansion of technology capital projects in parks to expand network connectivity.*
- Explore non-traditional funding opportunities department-wide. On Going
  - *Revenue and Fee Policy and Manual adopted by the Board of County Commissioners to include an annually updated fee schedule. New revenue streams include athletic fields, expanded community center rooms, Adopt-A-Park, Annual Pass program, and adjustments to Breezy Point Beach admissions. Fees for athletic fields and community center rooms have been suspended by the BOCC.*

- *Received no interest loan from the State of Maryland in the amount of \$500,000 for Breezy Point beach restoration.*
- *Received \$6,198 in grant funding from Maryland Health Department and \$5,000.00 from Calvert County Health Department "Camp Cares" in support of Therapeutic Recreation. Received grants in the amount of \$5,000 for the Adopt-A-Park program and \$4,000 for tennis programs. Natural Resources Division received two seed grants for heritage tourism. \$500 to reprint the Natural Resources brochure and \$3000 for interpretive signs on pollinators and meadows.*
- Produce an optimum mix of programming that provides for all recreation needs of the community creating lifelong participants. On Going
  - *Welcomed over 196,000 individuals to community centers and school sites. Activity Guide is sent out 4 times a year with over 600 activities on average per season. Sites were forced to close as of March 13, 2020 due to COVID-19.*

### **Enhance Services and Facilities**

- Establish and utilize customer satisfaction surveys for all facilities and programs with annual analysis of results. On Going
  - *Continuing use of customer satisfaction surveys on email signature lines, with results sent out monthly to Divisions. Discussion ongoing with CMR on changes to satisfaction survey to garner more public input.*
- Develop a special events program to address permitting special events within Calvert County. Mid Term
  - *Special Event Permitting Policy & Procedure, Application and Permit Addendum have been drafted, reviewed by County Attorney's Office and Department of Communications & Media Relations (CMR). Documents are now being reviewed for formatting and a BOCC work session will be scheduled to review all. Original timeline was disrupted by COVID-19.*
- Develop plan for consistency and efficacy of park informational and wayfinding signage. Mid Term
  - *A new entrance sign design has been established and six (6) have been installed. Directional signage has been added to Dunkirk District Park, Hallowing Point Park and Cove Point Park. New directional signage has been added outside of Hallowing Point Park to assist in navigation in and out of the new park entrance.*
- Increase the quality, playability, and safety of the playing surfaces throughout the parks through better drainage, irrigation, specialized equipment and properly trained staff. On Going
  - *Completed repair/replace of a storm water conveyance through Dunkirk District Park, lined a storm water pipe at Hallowing Point Park, Added DuraEdge infield mix to field 4 at Hallowing Point Park. At Solomons Town Center Park, established a new playing surface comprised of a hybrid strand of Bermuda grass and Kentucky bluegrass. First in the County.*
- Provide more opportunities for modern day sports enthusiasts such as pickleball, futsal, e-sports, cycling, and more. On Going

- *Office of Sports, Community, and Well-Being (SCWB) has expanded access for pickleball programs. We currently offer a spring and fall league at Hallowing Point Park. In the spring of 2020, we also offered a drop-in program for Pickleball at Cove Point Park. Plans are in place for a drop-in program at Dunkirk District Park in the fall of 2020. SCWB is pursuing offering E-Sports leagues in the summer of 2020.*
- Explore opportunities for more year around activities and amenities. Mid Term
  - *Hallowing Point Park restrooms on order to be installed will not have to be winterized. All Park hours have been extended by two hours in the winter. Design for Dunkirk District Park tennis courts and restrooms has a restroom that is designed for year around use. Staff is also completing a feasibility study for a winter temporary ice rink at a District park.*
- Develop and implement plan to install outdoor lighting structures at more fields to increase playability. Long Term
  - *New lights were added on Fields 7,8 and 9 at Hallowing Point Park, Dunkirk Park field 3 and Cove Point Park Field 2 have been upgraded to LED and are now connected and equipped with Control Link.*
- Assess accessibility for participants of all ability levels to program opportunities and develop plan for accommodation. Long Term
  - *Therapeutic Recreation Supervisor assesses any program offered to make the decision if a reasonable accommodation can be made so an individual can participate in activities. Work began to coordinate a County-wide accessibility plan with Community Resources.*
- Develop trail system at Hughes Tree Farm. Short Term **COMPLETE - FY19**
- Install the floating dock at Lower Marlboro wharf. Short Term **COMPLETE - FY19**
- Complete the renovations at Solomons Boat Ramp for improved ADA boating and kayak access. Short Term **COMPLETE - FY19**
- Provide youth group rentals of the cabins at Kings Landing Park. Short Term **COMPLETE - FY20**
  - *Cabins are now available for youth group rentals.*

### Improve Processes and Efficiencies

- Identify and obtain more avenues for staff to become and stay connected to intranet/internet to achieve efficiencies, and improve processes and customer service. Mid Term
  - *Added "hot spot" capability to cell phones for leadership staff to ensure consistent access at any location. Added use of Microsoft Teams, training in SharePoint, more staff with access to a laptop, use of loaner devices, telework capability, access to FinPlus, and Foxit. Fiber added to Hallowing Point Park maintenance facility opening access possibilities that were unavailable until now. Comcast has been installed at Kings Landing Park. Online reservation systems have been added for lap swimming, swim lessons and daily camping reservations.*
- Develop a parks & recreation chapter within the Calvert County Code of Public Laws. Mid Term **COMPLETE - FY20**

- *Ordinance adopted October 2019*
- Maintain childcare, pesticide, pool, alcohol, and other certifications and licenses. On Going
  - *Maintained all certifications.*
- Maintain compliance with federal, state, and county agency standards at golf course, aquatic facilities, concessions and child care facilities (summer camps). On Going
  - *Compliance has been maintained.*
- Develop comprehensive policies and procedures manual and review annually. Short Term
  - *Developed customer service manual for use of Customer Service Attendants, Adopt-A-Park/Beach Standard Operating Procedure (SOP), Safety Footwear SOP, and Revenue & Fee Policy/Manual. Updates have been made to other items in the Policies & Procedures Manual including orientation documentation and employee uniform standards (in review by HR). Comprehensive policies and procedures manual development is ongoing.*
- Develop “Revenue & Fee” policy and manual with annual review to maximize cost recovery while meeting the needs of the community for affordable services. Mid Term **COMPLETE - FY20**
  - *Revenue & Fee policy and manual adopted by BOCC in October 2019.*
- Create consistency throughout the department in relation to forms, applications, customer service, and available avenues for participation. On Going
  - *Updated the Therman Gray Scholarship application, implemented a budget adjustment form, and electronic administrative processing. Increased avenues of participation by offering online reservations for daily camping, lap swimming and swim lessons.*
- Expand program evaluation process to ensure the best use of staff time and funding. Short Term
  - *This is being accomplished through the use of a program pro forma for all new programs. Current programs, including trips, summer camps and golf lessons, have been evaluated through the same process.*

### Develop Collaborative Solutions

- Develop collaborative marketing strategies with the Departments of Communications & Media Relations and Economic Development. On Going
  - *Events & Marketing Coordinator works collaboratively with CMR to create Facebook content for CCPR Facebook pages. Marketing & Outreach Plan was implemented beginning in FY20.*
- Maximize recreation, leisure, and health opportunities and leverage funding opportunities through cooperative partnerships. On Going
  - *Parks & Recreation, the Town of Chesapeake Beach and Chesapeake Beach Water Park collaborate on annual events. In FY20, this included a Halloween Family Fun Day in October that draws about 900 people. The Town of North Beach accommodates Parks & Recreation by making North Beach Recreation Center available for a variety of family-friendly activities. Collaborated with the Farmer’s Market Association to develop market at Dunkirk Park. Continued to*

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- collaborate with Annmarie Garden on events such as Special Needs Night. Continued relationship with Calvert Nature Society to support funding for programs and staffing for Natural Resources.*
- Work with schools for community service hours / volunteer hours. On Going
    - *Natural Resources (NRD) staff are building a relationship with St. Mary's College for our education internship program. NRD also works with local high schools with the Envirothon competition—an avenue to promote volunteer & internship opportunities. Staff met with College of Southern Maryland Career Center to discuss the feasibility of an “apprentice” program. Staff worked with the University of Maryland Global Campus – Environmental engineering students to develop stormwater planning in parks.*
  - Fully implement the Youth Sports Provider Program. Mid Term **COMPLETE - FY20**
    - *Program has been fully implemented including consistency with Revenue & Fee Manual. Seven Youth Sports Provider Programs have an approved agreement, with four pending.*
  - Submit application and work collaboratively with all county departments to become a CAPRA accredited agency. Long Term
    - *Staff is continuing to make progress toward the completion of the self-assessment. Director participated in a virtual agency visit to stay apprised of standards and auditor standards. Self-Assessment is still scheduled to be submitted in January 2021.*
  - In collaboration with Community Services, develop a strategy to increase transportation opportunities to park facilities through the county. Mid Term
    - *Deputy Director is part of the “Youth Transportation Committee” that is working on options for transportation and accessibility to facilities for those with limited transportation options. In coordination with Community Resources, Department will be in receipt of a community needs assessment from the Calvert County Family Network which assesses community disparities.*

### **Develop Engaged Citizenry**

- Develop a comprehensive marketing and branding plan to guide the efforts of the Department. Short Term **COMPLETED - FY20**
  - *Marketing and Outreach Plan was adopted in July 2019. The first-year update was completed in June 2020.*
- Develop outreach to educate the public on benefits of Parks & Recreation. Mid Term **COMPLETED - FY20**
  - *Marketing and Outreach Plan was adopted in July 2019. The first-year update was completed in June 2020.*
- Be involved in countywide website redesign. Long Term **COMPLETED - FY19**
- Increase and enhance quality of social media presence department-wide and among specific designated special facilities. On Going
  - *Events & Marketing Coordinator works collaboratively with CMR and all CCPR areas to generate content through Hootsuite for CCPR Facebook pages to include CCPR main page, Hall Aquatics Center page, Breezy Point Beach & Campground page. New Chesapeake Hill Golf Course Facebook page is due to*

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- come online pending BOCC approval.*
- Further develop and expand marketing efforts to expand reach throughout Calvert County and regionally to better inform the public. On Going
    - *Events & Marketing Coordinator is working on drafting CCPR specific documents for use by Economic Development staff.*
  - Provide more opportunities for the public to interact with staff. On Going
    - *Provided Parks & Recreation Ordinance training to all staff which included proper handling of customer interactions. Creation of the Events & Marketing Coordinator position has increased our capability to respond directly to customers through social media.*
  - Utilize an integrated service delivery model that creates and sustains a base of users that drive program attendance and improve staffing. Long Term
    - *Swim lessons have been further restructured to better fit the community need. This includes the flexibility to offer swim lessons during the COVID-19 pandemic with appropriate distancing and online registration.*
  - Improve the volunteer experience within the department by defining roles, skills needed/required, evaluation, and recognition and ensure that volunteers are seen as authentic representatives of the department. On Going
    - *A volunteer policy is in draft and is being reviewed by the Director. The Calvert Stewards web portal was launched in October 2019 and has been well received by the Natural Resources & Calvert Nature Society volunteers. In 2019, 283 volunteers contributed 5,720 hours in Natural Resources. In FY20, SCWB managed 407 volunteer coaches. CCPR is affiliated with the National Alliance for Youth Sports (NAYS) and mandate that volunteer coaches take "Coaching Youth Sports" training prior to volunteering. They may also take sport-specific training offered by NAYS as part of their membership. SCWB offers coaching clinics prior to each of our sports programs. CCPR offers to meet all prospective coaches, define their roles, and offer them the tools they need to be a successful volunteer.*

### **Conserve, Protect, and Enhance Natural Resources**

- Explore opportunities to acquire properties for land preservation, public water access and trail development. On Going
  - *Property assessed on Fowler Road as public recreational land totaling 27.14 acres.*
- Explore options to increase water access on County owned or maintained properties. On Going
  - *Applied for grant to improve water access at Gatewood Preserve. Though grant was unsuccessful, the Department received permission from the BOCC to apply for Program Open Space funding for this purpose. In permitting for a beach restoration project at Breezy Point Beach & Campground. This project will add offshore breakwaters and a living shoreline to protect the environment and protect water access. The Fowler Road property designated as recreational land has creek access.*
- Expand nature programming into new areas such as community centers, active parks,



and Flag Ponds beach that utilize natural features and amenities at each site. Mid Term

- *Addition of nature programs with the community centers is in the planning stages though on hold due to COVID-19.*
- Enhance promotion of ecotourism opportunities. On Going
  - *In partnership with Economic Development and the Town of North Beach, The Natural Resources Division has helped create a Calvert County Birding Trail. Special Events & Marketing Coordinator along with the Natural Resources Division has contributed several videos for social media on natural history. Virtual programs that encourage #NatureatHome and #CalvertNaturally have been developed with Calvert Nature Society. Battle Creek Cypress Swamp was featured in a State tourism video.*
- Develop a meadow management protocol, to include mowing, invasive species control, and restoration efforts, to enhance and increase habitat for grassland species such as Barn Owls, American Kestrels, Monarchs, and pollinators such as native bees. Mid Term
  - *Natural Resources staff have developed meadow management plans for several parks. Kings Landing Park. Specific areas have been identified as “No Mow Zones” to revert into meadows. In coordination with Maryland Forest Service, a prescribed burn plan has been developed for Biscoe Gray Heritage Farm, Gatewood Preserve and Battle Creek Cypress Swamp. The burn was scheduled for Spring 2020 but was postponed to Spring 2021 due to COVID-19. Spot treatment of woody plants and invasive species will occur over the next year. Hedge rows and soft shrub edge plantings have been partially completed at Gatewood Preserve. Eagle Scouts and Calvert Stewards have participated, including providing funding for the plants. Approximately 1/3 of the planting was completed in Fall 2019.*
- Construct the living shoreline at Flag Ponds Nature Park. Mid Term
  - *Permitting has been completed for Phase I. A request for an extension of the loan was submitted to Maryland Department of Natural Resources. A Memorandum of Agreement with the Long Beach Community Association to use their community road for access is being reviewed by the Association. Once fully executed, the project will go out to bid.*
- Renovate the Battle Creek Cypress Swamp Nature Center to improve visitor experience. Long Term **COMPLETE - FY20**
  - *Major renovation was completed for the Battle Creek Nature Center in March 2020. Due to COVID-19 the public has not yet been able to enjoy the new reimagined space.*

### Build the Team

- Obtain positions based on five-year re-organization plan that address current staffing deficiencies and future needs which includes new facilities coming online. Long Term
  - *Based on the Department staffing plan, some of FY2020 needs were met. This included a seasonal Campground Assistant Manager, hourly Park Ranger, and merit Events & Marketing Coordinator (reorganized position). For FY2021, no*

- positions were approved. An updated FY21-FY25 staffing plan has been completed to readdress future needs.*
- Measure turnover and track information on staff that leave using exit interviews. On Going
    - *Exit interviews are received from merit employees that complete with Human Resources. Three exit interviews were received in FY20.*
  - Continue to expand leadership transparency and communication initiatives. On Going
    - *Director continues to provide weekly updates to entire department, hold “roundtable” staff meetings, and Lunchtime Walk & Talk events. During the pandemic, Director offers lunchtime virtual get togethers to increase communication throughout Department*
  - Enhance the use and effectiveness of the Parks & Recreation Recognition Committee (PARRC). Mid Term
    - *The PARRC continues to enhance employee participation by organizing employee and family day get-togethers, cooking competitions, employee recognition awards and year end celebrations. PARRC has been involved in promoting employee incentives during the month of July, which is “Parks and Recreation Month”. An employee survey was created to gauge what is important to employees and what PARRC can do to assist.*
  - Develop a recruitment plan for hard to hire seasonal positions. Mid Term
    - *This is in development in collaboration with Human Resources.*
  - In cooperation with Human Resources, develop plan for employee wellness. Mid Term
    - *Currently Parks & Recreation has three representatives on the County’s Employee Wellness Committee. Ideas for development of wellness initiatives have been shared with the Committee including competitive wellness tracking and discounts for employees at CCPR facilities.*
  - Expand employee volunteer opportunities to support community efforts and participation in department outreach. Mid Term
    - *Events & Marketing Coordinator has created an “Info Booth Kit” for staff to participate in public events to support community efforts and provide CCPR outreach.*

### **Develop Skills and Competencies**

- Provide opportunities for professional development through workshops, training, professional seminars, and conferences. On Going
  - *Staff attended a combination of conferences, trainings and numerous County Government training opportunities including; National Recreation & Parks Association (NRPA) Annual Conference, Leadership Southern Maryland, Frostburg State University by way of tuition assistance, Sports Turf Managers Annual conference, Maryland Turfgrass Council winter conference, CPRP/CPSI classes and certifications, Maryland Recreation & Parks Association (MRPA), Maryland Association of Environmental and Outdoor Educators conference Climate Leadership Academy, and Maryland Association of Environmental and Outdoor Educators, workshops on Captive Raptor Care.. Bird banding protocols and techniques training through the Eastern Bird Banding Association and*

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- Raptor Research, pesticide applications training, and “Points of Light” volunteer conference. NRD Division Chief Karyn Molines completed the requirements to become a Certified Climate Professional® through the Climate Leadership Academy, Naturalist Shannon Steele was awarded a mentorship, and Naturalist Gene Groshon is working towards acquiring his bird banding license.*
- Provide opportunities for more staff to become CPRP and CPRE certified. On Going
    - *Thirteen (13) additional employees have obtained CPRP Certification.*
  - Explore cross-training opportunities department wide. Long Term
    - *In the wake of the COVID-19 response, approximately 30 staff have been cross-trained and have supported non-traditional roles in other divisions and facilities. This includes staff cross-training in Park Technician, Gate Attendant, and Park Ranger positions.*
  - Identify and provide training for new technologies to improve processes and efficiencies. On Going
    - *Provided training on program marketing using MS PowerPoint slides displayed at centers. Provided training on electronic administrative processing (forms, filing, and electronic signatures), coordinated meeting using MS Teams, Zoom, Peak Agenda, and SharePoint. Staff have learned how to create professional educational and recreational videos along with virtual programming.*
  - Create consistency in employee evaluations that provide objectives based on the Strategic Plan. Short Term **COMPLETE - FY20**
    - *All employees now link S.M.A.R.T. objectives to strategic plan at all employee levels.*

Short Term = Up to one year.

Mid Term = One to three years.

Long Term = Three to five years.

On Going = A continuous process.

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Approved by:

Shannon Q. Nazzal, CPRE  
Parks & Recreation Director  
July 1, 2020