



CALVERT COUNTY PARKS & RECREATION

Strategic Plan

Fiscal Year 2025 Goals and Objectives Progress Update

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

**Fiscal Year 2024 - 2028
July 2023 - June 2028**

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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 (CCPR) Director and leadership staff. The Plan identifies the Department's top priorities and is also reviewed annually by leadership staff 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 to provide for synchronicity in all County efforts.

The Fiscal Year (FY) 2025 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 FY 2025, the Department showed progress on all eight goals. Eight objectives were completed in FY 2025 and three of the objectives have no update.

Completed objectives include updated Therman Gray Scholarship Program criteria, adjustment of formal procedures for Therapeutic Recreation Scholarship Program, development and update of maintenance plan and schedules, development of department-wide schedule of teen events and activities, development of a comprehensive survey for customers that are more specific measurable, and attainable across all divisions, development of diverse surveys to the public specific to community needs, and creation of a daily waste management tracking procedure to ensure accurate inventory counts. These efforts are for the future of CCPR.

For FY 2026, 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

- Develop a priority list for updates to remaining park master plans and begin implementation of updating plans. **Mid Term**
 - *Hallowing Point Park Master Plan is going in front of Board of County Commissioners (BOCC) in summer of 2025 for final adoption. The plan has been presented to the planning commission and open for public comment. At this time, no funding has been secured to start the next master plan update. Priority list continues to be updated.*
 - *In addition to developing a priority list, efforts are underway to enhance CCPR's Capital Improvement Projects (CIP) webpage. The initiative aims to create a user-friendly platform detailing project timelines, budgets, consultants, and public input opportunities.*
- Complete Chesapeake Hills Golf Course renovation master plan. **Long Term**
 - *For FY25 no updates have been made in the business plan. Continuing to make improvements and renovations with CIP planned funds. Current plan is valid until FY27.*
- Explore options to expand Capital Outlay budget to include addressing equipment replacement schedule, deferred maintenance, and accessibility priorities. **Mid Term**
 - *COMPLETE FY25. CCPR's deferred Maintenance plan which list all needed projects for completion is being utilized.*
 - *The replacement schedule is continually monitored ensuring all replacements are addressed on a need/priority basis. Depending on funds, projects are completed on the deferred maintenance plan. FY25 projects included storm water maintenance projects and bathroom renovations.*
 - *, The ADA transition plan was finalized in October 2024.*
- Explore non-traditional funding opportunities department wide. **On Going**
 - *Volunteer and Grants Coordinator has pursued different grant sources such as Land & Water Conservation Fund, African American Heritage Preservation Fund, NRPA Youth Sports. Additionally, CCPR has applied for Volunteer Coach Training opportunities through NRPA and their partners.*
 - *Natural Resources, Parks & Safety, Aquatics, and Recreation divisions*

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- have been awarded multiple grants totaling more than \$3.25 million for accessibility improvements, nature center exhibits, trail development, mentoring, coaching, water safety, interpretive art, and park planning.*
- *FY25 The Recreation Division has applied for and received grants through NRPA for Supporting Healthy Aging in Parks and Recreation, USTA Mid-Atlantic Tennis Restoration and the NRPA Youth Mentor Program. Youth Mentor Program has received several monetary donations to assist with food and materials for the mentees.*
 - *Event & Marketing Coordinator continues to develop sponsorship opportunities through CCPR Special Events as well as offering advertising opportunities in our quarterly Activity Program Guide.*
 - *CCPR continues to follow the Revenue Enhancement Policy for other non-traditional funding opportunities and pursue those that fit program objectives.*
- Produce an optimum mix of programming that provides for all recreation needs of the Community creating lifelong participants. **On Going**
 - *Recreation continues to follow the CCPR Recreation Programming Plan to create an optimum mix of programming to meet the needs of our citizens. This plan is updated every three years, next review and update will be completed in FY26.*
 - Update Therman Gray Scholarship Program criteria for expanded community accessibility and awareness. **Short Term**
 - **COMPLETE FY24**
 - Adjust formal procedures for Therapeutic Recreation Scholarship Program. **Short Term**
 - **COMPLETE FY24**
 - Make progress on implementation of Dominion Energy Regional Park (DERP) Master Plan. **Mid Term**
 - *FY25 At this time DERP is on hold and listed in the CIP Plan for FY29, to receive additional funding. No additional updates currently- awaiting direction from the BOCC.*
 - Make progress on implementation of Harriet E. Brown Park Master Plan. **Mid Term**
 - *Initiated funding requests for FY29, FY30, and FY31 in the Capital Improvement Plan (CIP) to support the phased implementation of the*
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Harriet E. Brown Park Master Plan.

- Increase use for Breezy Point Beach & Campground camping opportunities by redesigning the campground layout allowing additional campsites. **Long Term**
 - ***COMPLETE FY25. Breezy Point Beach & Campground now offers daily and seasonal camping. Increased short-term camping sites provides for more camping opportunities to residents and guests. Redesign and Beach Restoration CIP project are complete.***
- Update business plan to account for new facility at Chesapeake Hills Golf Course and changes in the golf industry. **Mid Term**
 - ***No updates were made for FY25. Current business plan for the Chesapeake Hills Golf Course covers projections through FY27.***
- Complete the actions needed for the Use & Occupancy permit for Gatewood Preserve. **Mid Term**
 - ***Ongoing coordination with plumbing, electrical, and general contractors to reconfigure existing bathroom facilities to meet contemporary accessible design standards.***
 - ***ADA access ramp construction to the main level is complete, with additional access to the basement level pending completion of interior flooring.***
- Replace and repair aging boardwalks, piers, and decks. **On Going**
 - ***Funding for continued repairs of the Fishing Pier at Solomons Boat Ramp has been requested for FY27.***
 - ***Upgrades to the Flag Ponds Fishermen's Trail Boardwalk and observation pier were started.***
 - ***Boardwalk repair projects at Gatewood Preserve were projected to be completed by July 1, 2025, although these were delayed pending the approval of the Land & Water Conservation Fund grant. With the grant funding approved, this project will move forward in FY26.***
 - ***Other projects are included in future CIP years (Flag Ponds FY28, Kings Landing FY31).***
- Renovate Battle Creek Nature Center as needed from fire. **Short Term**
 - ***Construction began in winter 2024 with projected completion date in summer 2025.***

- ***Exhibit design and fabrication are in progress, with installation to coincide with the nature center's construction.***
- Renovate Kings Landing Park building and grounds for the rentals, visitors, and staff. Components would include expanding permeable parking options, contact station with staff offices, family bathrooms and cabin bathhouses. **Long Term**
 - ***This is proposed for FY27 in the six-year CIP.***

Enhance Services and Facilities

- Establish and utilize customer satisfaction surveys for all facilities and programs with annual analysis of results. **On Going**
 - ***Customer satisfaction surveys continue to be utilized and analyzed each year to improve our service delivery and services provided to our citizens. These surveys are offered online through social media and the CCPR website.***
- Develop plan for consistency and efficacy of park informational and wayfinding signage. **Mid Term**
 - ***New signs for Gatewood Preserve, Hughes Tree Farm, and Solomons Boat Ramp were installed in June 2025. This included new entrance signs consistent with other parks, trail map kiosks, and wayfinding signs on the trail systems.***
 - ***The Park Planner has developed a draft sign standards manual.***
 - ***New directional signs have been purchased and will be installed at Hallowing Point Park in summer 2025.***
- 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**
 - ***Renovation of fields 14/15 at Hallowing Point Park in FY25 included top dressing with organic soils, seeding, and fertilization to improve turf health and enhance player safety.***
 - ***Maintenance and safety training day held in late March 2025 to ensure ongoing upkeep and safety standards for park facilities.***
 - ***All Parks and Safety staff were enrolled in the Beacon Athletics Groundskeeper Training Certification program in FY25, with 70% of staff already completing the training. This initiative aims to enhance skills and knowledge in groundskeeping practices, contributing to improved field maintenance, and safety across park facilities.***

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- **Added “DuraEdge” infields to baseball/softball fields at certain locations with a plan to expand to more as funding is made available.**
- Provide more opportunities for modern day sports enthusiasts such as pickleball, futsal, e-sports, cycling, and more. **On Going**
 - ***In FY25, Hallowing Point Park (HPP) saw significant upgrades, including the addition of 8 dedicated pickleball courts, as well as a Pétanque court utilized regularly by various user groups.***
 - ***In FY25, opened the tennis and pickleball complex at Dunkirk District Park, which includes three dedicated tennis courts and four dedicated pickleball courts. Additionally, the facility features two dual-lined courts that accommodate both tennis and pickleball.***
 - ***Upgraded tennis courts at Cove Point Park in FY25, improving the playing surface and adding dual-lined capabilities to accommodate both tennis and pickleball.***
 - ***Opened a 10-hole disc golf course at Ward Farm in FY25, enhancing the recreational options available to park visitors.***
 - ***CCPR continues to expand pickleball opportunities with youth clinics and lessons, aiming to host a youth pickleball tournament in FY26.***
- Explore opportunities for more year around activities and amenities. **Mid Term**
 - ***The Youth Mentor Program expanded offerings in FY25 with a summer mini session, to bridge the gap between spring and fall.***
 - ***Secured county funding for the Youth Programs Specialist position beginning in FY26.***
 - ***The addition of the banquet space at Chesapeake Hills Golf Course Clubhouse allows for expanded events and programs year-round.***
 - ***For FY25 The Mobile Food Truck/Vending program has expanded to 12 approved vendors.***
 - ***In FY25, the Natural Resources Division continued its commitment to providing year-round opportunities for nature education programs and passive recreation, offering a total of 547 programs throughout the year. This marks a significant increase of 142 programs, representing a growth of approximately 35.06% from FY24.***
 - ***In FY25, CCPR significantly expanded its active recreation offerings, providing a total of 2,297 activities and programs compared to 1,581 in FY24. This represents a notable increase of 716 activities, reflecting a growth of approximately 45.29%.***

- Continue to implement plan to install and upgrade outdoor lighting structures throughout parks to increase playability. **Long Term**
 - *In FY25, all parking lot and driveway lights at Cove Point Park were retrofitted with LED fixtures, and the lights on the basketball court at Cove Point Park were also upgraded to LED.*
- Assess accessibility for participants of all ability levels to program opportunities and develop plan for accommodation. **Long Term**
 - *CCPR continues to be actively engaged in the countywide ADA Transition Plan.*
 - *Throughout the renovation of the Battle Creek Cypress Swamp Nature Center, accessibility has been prioritized ensuring that upgrades to our restrooms, exhibits and walkways are ADA compliant.*
 - *In FY25, CCPR secured a grant to develop an ADA accessible parking area and trail system to the historic George Rice House at Biscoe Grey Heritage Farm.*
 - *CCPR is currently meeting with playground designers to construct a new playground at Cove Point Park in FY26. Accessibility and inclusivity are priorities for this project.*
 - *In FY25, CCPR updated the masterplan at Hallowing Point Park with an emphasis on accessibility across all phases of future development.*
- Develop master plan for bike and pedestrian trails. **Mid Term**
 - *The bike and pedestrian master plan were completed in FY25; however, no funding has been allocated yet to implement any of the trails.*
- Develop and implement plan for use of facilities and spaces including rental spaces to include additional maintenance cost, efficacy, schedules, rates, determine frequency use, public vs. private use. **Long Term**
 - *After conducting a comprehensive rate review, which involved analyzing market trends, operational costs, facility maintenance expenses, and community demand, CCPR will increase room and field rental rates in FY26.*
- Implement electronic gift card and membership card process through the new automation software. **Short Term**
 - **COMPLETE FY25**

- Develop/update maintenance plan, and schedules with efficient budget needs. **Short Term**
 - **COMPLETE FY24**
- Create exercise and/or wellness areas in indoor areas and facilities to include Gatewood Preserve, Southern Community Center, Harriet E Brown Community Center, Northeast Community Center, Mount Hope Community Center. **Long Term**
 - **No update as no additional progress made in FY25.**
- WIFI access to CCPR facilities to include Chesapeake Hill Golf Course, Cove Point Pool, Kings Landing Pool, and Battle Creek Cypress Swamp. **Mid Term**
 - **An antenna was installed at Cove Point Pool to improve bandwidth.**
- Develop department wide schedule of teen events and activities. **Short Term**
 - **COMPLETE FY24**
- Explore and research feasibility of water-based activities and program opportunities throughout the department. **Mid Term**
 - **In FY25, CCPR piloted a collaborative water safety class with Plum Point Elementary School fifth graders. Staff continue to explore options to extend this opportunity to all Calvert County Public School 5th grade classes.**
 - **Looking ahead, CCPR anticipates removing kayak and paddleboard rentals at Breezy Point Beach due to the installation of breakwaters and wetland grasses. However, guests and campers will still have the option to bring their own equipment.**
- Expand animal care and observation efforts within nature parks to include Battle Creek Nature Center. **Mid Term**
 - **Increased the number of trained animal care volunteers in FY25 (19 compared to 15 in FY24) as a result volunteers cover more than 55% of the daily shifts, compared to 43% of shifts in FY24.**
- Develop new menu items and weekly food specials for all concession areas. **Short Term**
 - **COMPLETE FY24**

- Research cultural and identity-based activities and trends within the region for diverse programming opportunities. **Short Term**
 - *In FY25, CCPR staff participated in MRPA's LGBTQ Summit and various diversity and inclusion trainings, enhancing our ability to offer diverse cultural and identity-based programs reflective of community needs and trends.*
 - *Launched the Calvert Public Art Initiative, a collaborative effort between Calvert County Public Schools, Calvert County Parks & Recreation, and the Calvert Arts Council to integrate art into public spaces. This initiative began with successful installations at Dunkirk District Park.*
- Update Board of Education Memorandum of Understanding (MOU) to address field maintenance responsibilities, facility use, and any applicable fees. **Short Term**
 - **COMPLETE FY25. Updated MOU was signed on January 22, 2025**

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**
 - *Successfully implemented SharePoint site for all CCPR staff, providing seamless access to forms, departmental documents, and resources without requiring VPN or network access. Additionally, staff have been encouraged to utilize Microsoft Teams for improved remote collaboration and internal communication.*
- Maintain childcare, pesticide, pool, alcohol, and other certifications and licenses. **On Going**
 - *All certifications and licenses are up to date.*
- Maintain compliance with federal, state, and county agency standards at golf course, aquatic facilities, concessions, and childcare facilities (summer camps). **On Going**
 - *Compliance has been maintained.*
- Create consistency throughout the department in relation to forms, applications, customer service, and available avenues for participation. **On Going**
 - *All forms used by the department are available electronically for public use and can be found through the department's website. Updates to those forms are completed as necessary.*

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- ***Training is provided on an annual basis to include customer service, use of forms, and staff participation.***
- Expand program evaluation process to ensure the best use of staff time and funding. **Short Term**
 - ***Event & Marketing Coordinator is leading our effort to revise our program evaluations to ensure we are capturing information on staff time and funding. This is still in process.***
- Improve climate control storages for chemicals, at all facilities. Long Term
 - ***A chemical storage cabinet was purchased and installed at Cove Point Park maintenance building.***
- Implement departmental fingerprinting procedure. **Short Term**
 - ***Update to the Background Screening Policy is currently in progress. The fingerprint procedure is included in this policy.***
- Work with HR department to review and update class specifications to list clear job duties within grade and title. **On Going**
 - ***In FY25, the class specification for hourly Naturalist positions was revised to integrate responsibilities previously held by the Nature Center Aide, now reclassified as an Hourly Naturalist.***
 - ***Aquatics Department hired an Aquatics Operations Specialist.***
 - ***Recreation Division has reclassified a vacated Recreation Facility Coordinator position to a Youth Program Specialist.***
- Evaluate the Volunteer Policy and develop SOP based on feedback from staff and volunteers. **Short Term**
 - ***On going. Volunteer & Grants Coordinator has been compiling the volunteer needs of the department to determine what standard operating procedures are required. The Volunteer Policy will be evaluated in FY26, and recommendations presented to the BOCC.***
- Create a daily waste management tracking procedure to ensure accurate inventory counts. **Short Term**
 - ***COMPLETE FY24***
- Implement a comprehensive volunteer management system for the Department. **Short Term**

- **COMPLETE FY25. Volunteer module has been implemented in the Xplor Recreation system. Will be re-evaluating in FY2026 to determine if this is a long-term solution for managing our volunteers, including contact information, volunteer activities, and number of hours they have contributed.**

Develop Collaborative Solutions

- Develop collaborative marketing strategies with the Departments of Communications & Media Relations and Economic Development. **On Going**
 - **Collaborative efforts with Communications & Media Relations (CMR) in FY25 included drone-fueled advertisements for Cove Point Pool's seasonal opening, the new mural unveiling at Cove Point Park basketball courts, and the grand opening of the tennis/pickleball complex.**
 - **CMR designed signage and managed the social media campaign for the disc golf course at WF.**
 - **Natural Resources Division (NRD) successfully installed Chronolog Stations across multiple parks, supported by collaborative funding from Economic Development.**
- Maximize recreation, leisure, and health opportunities and leverage funding opportunities through cooperative partnerships. **On Going**
 - **in FY25 CCPR participated in the Community Health Improvement Roundtable steering committee chaired by Calvert Health in FY25, enhancing collaboration with internal and external agencies to broaden outreach efforts.**
 - **Partnered with Maryland Department of Transportation (MDOT), Chesapeake Biological Lab, Calvert Marine Museum, Calvert County Sheriff's Office, and various private organizations through the Youth Mentor Program, facilitating valuable community partnerships and support.**
 - **Secured a grant from the United States Tennis Association (USTA) to expand programming in the Southern District, advancing opportunities for enhanced recreational offerings.**
- Work with schools for community service hours / volunteer hours. **On Going**
 - **Continually scheduling "Day of Service" programs to provide**

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opportunities for students to earn community service hours and partnership with school officials.

- *Natural Resources staff continues to teach The CHESPAX programs for students with opportunities to earn Service-Learning hours. In FY2025, CCPR reached over 2,800 students through this program.*
 - *Established a partnership with Saint Mary's College of Maryland to fund internships within CCPR's Natural Resources Division, supporting multiple education interns.*
- Obtain CAPRA reaccreditation. **Long Term**
 - *In FY25, CCPR submitted an annual CAPRA report to the NRPA website to include updated plans, SOP's, and other required documents to prepare for reaccreditation.*
 - Partner with community to explore additional spaces and external facilities for programming. **Mid Term**
 - *Continued expansion of the Recreation on the Go program, bringing quality recreation programming directly to local communities and neighborhoods.*
 - *This year's Family Health Expo was held at Bethel Way Church, bringing multiple organizations together to promote community health and wellness.*
 - *Utilized the Broome's Island Community Center to host activities and programs, focusing on enhancing accessibility to recreational opportunities in the Southern District.*
 - *Regular programming of events and activities at Kellam's Field in Chesapeake Beach, aimed at serving the community in the Northern District.*
 - Partner with educators to offer departmental training opportunities. **Short Term**
 - *Collaborated with Calvert County Health Department to include Narcan training with all Mandatory Orientation sessions. Will be exploring more opportunities in FY26.*
 - Work with Department of Human Resources to update processes for seasonal hiring efficiencies. **Mid Term**
 - *Review of the seasonal recruitment plan was put on hold due to priority*

- projects. Will continue review in FY26.*
- *Developed an interim process with Human Resources to onboard returning seasonal employees and immediate hire applicants for seasonal positions.*
- Work with High schools, Workforce agencies and College of Southern Maryland to conduct job hiring fairs and HS career days. **Mid Term**
 - *CCPR hosts annual job fairs at Northern High School each winter to market seasonal positions to eligible students interested in working with CCPR and CCG.*
 - *Partnered with CMR and Economic Development departments for participation in career days at local high schools and job fairs.*
 - *In FY25, CCPR participated in the College of Southern Maryland job fair.*
 - Establish an internship program. **Short Term**
 - *An unpaid internship policy was approved by the BOCC in FY25.*
 - *The Natural Resources Division partners with Calvert Nature Society and St. Mary's College of Maryland to provide internships. CNS provides a small stipend, while SMCM offers credit and funding.*
 - Expand visibility at community and school events to promote activities and get youth input. **Short Term**
 - *In FY25 the Aquatics Division conducted the first collaborative water safety class with visiting fifth graders from Plum Point Elementary School. CCPR and the BOE secured a grant and held a large-scale lesson at the Hall Aquatic Center in March for all 5th graders at Plum Point. CCPR is planning to explore opportunities with CCPS to offer these lessons to elementary schools across the county.*
 - *Collaborated with CCPS to engage over 150 students in creating vibrant graffiti-style art banners showcased at the DDP skate park.*
 - *Conducted outreach events at back-to-school nights to recruit mentees for the Youth Mentor Program.*
 - Develop specified trainings for CCPR needs such as administrative processes, procedures, safety, and use. **Mid Term**
 - *CCPR's Business Manager and Executive Administrative Assistant continues to enhance numerous trainings for Workday, Xplor Recreation,*

ForeUP systems. Including administrative processing, customer service, and other operational resources.

- **Parks & Safety Division Chief hosted an employee safety, maintenance, and equipment training in the spring.**

Develop Engaged Community

- Continue to increase and enhance quality of social media presence department-wide and among specific designated special facilities. **On Going**
 - **Enhanced social media presence department-wide, with over 29,000 Facebook users now following the CCPR page.**
- Further develop and expand marketing efforts to expand reach throughout Calvert County and regionally to better inform the public. **On Going**
 - **Continued collaboration with CMR to expand marketing efforts, now including initiatives on the county's YouTube Channel and Comcast public access channel. Aiming to broaden outreach and public awareness throughout Calvert County and beyond.**
- Provide more opportunities for the public to interact with staff. **On Going**
 - **Continued efforts to enhance public engagement include hosting Volunteer Appreciation Day in May 2025 and coordinating 12 'Day of Service' events during FY25. These initiatives involved 178 volunteers contributing 524 service hours, and facilitated connections with 17 groups, engaging an additional 147 individuals in community service opportunities.**
- Utilize an integrated service delivery model that creates and sustains a base of users that drive program attendance and improve staffing. **Long Term**
 - **Implemented Team Snap as the primary sports scheduling software for the Office of Sports, Community, and Well-Being, significantly enhancing communication with coaches and parents, improving customer service, and streamlining staff operations.**
 - **Continued research and evaluation of delivery models by the Recreation Systems Analyst to optimize service delivery and ensure cost-effectiveness for both the department and Calvert County Government (CCG).**

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- ***Ongoing efforts to integrate service delivery systems that sustain and expand program attendance, fostering a robust user base.***
- Improve the volunteer experience within the department by defining roles, skills needed/required, evaluation, and recognition. Ensure that volunteers are authentic representatives of the department. **On Going**
 - ***Implemented volunteer opportunities into the Xplor Recreation system, allowing prospective volunteers to review opportunities, register, and track service contributions for record-keeping and recognition purposes.***
 - ***Continued efforts to refine the volunteer experience by defining roles, required skills, and evaluation criteria within each division of CCPR.***
 - ***Ongoing work towards centralizing volunteer processing to ensure authenticity and alignment with departmental goals, enhancing volunteer engagement and recognition.***
- Educate the community on how the department uses social media as an educational and campaigning resource. **Mid Term**
 - ***Continuing collaboration between CMR and CCPR to develop educational materials for the community on how CCPR utilizes social media as an educational and promotional resource.***
- Improve communication on field and recreation closures/cancellation announcements. **Short Term**
 - ***Established standardized graphics and messaging with CMR for facility closures and cancellation announcements, enhancing communication clarity, and effectiveness.***
 - ***Signage for tennis and pickle ball court usage at Hallowing Point Park and Dunkirk District Park have been implemented. Working on Cove Point Park.***
- Develop a comprehensive survey for customers that are more specific, measurable, and attainable across all divisions. **Short Term**
 - ***COMPLETE- FY24***
- Develop diverse surveys to the public specific to community needs to include post programs, classes, event participation, and park usage. **Short Term**

- **COMPLETE FY24**

Conserve, Protect, and Enhance Natural Resources

- Explore opportunities to acquire properties for land preservation, public water access, and trail development. **On Going**
 - *In FY25, land adjacent to Solomons Town Center Park was acquired.*
 - *Communication efforts with the owners of the Chesapeake Beach property ongoing for possible acquisition.*
- Explore options to increase water access on County owned or maintained properties. **On Going**
 - *Plans for improvements to the pier and kayak launch at Gatewood Preserve will be pursued in FY26. Additional access at existing facilities is limited by park operating hours which require additional staffing.*
 - *CCPR included a project to develop additional water access in partnership with the Town of Chesapeake Beach in the FY26 request for Program Open Space (POS) funding.*
 - *In the Department long-range staffing plan, additional staff has been proposed for Flag Ponds Nature Park and Gatewood Preserve which would allow for expanded water 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**
 - *Implementing a District-based staffing plan in CCPR's Natural Resources Division is underway. This initiative aims to strategically place our naturalist staff across unique districts throughout the county, enhancing our outreach capabilities and service delivery to better meet community needs.*
- Enhance promotion of ecotourism opportunities. **On Going**
 - *Six Chronolog Stations have been strategically placed across Calvert County parks, engaging visitors in citizen science. This initiative, funded by Economic Development, aims to monitor ecosystem shifts, track restoration efforts, and raise awareness about environmental stewardship.*

- Construct the living shoreline at Flag Ponds Nature Park. **Long Term**
 - *CCPR is currently pursuing funding to complete this project with a request for \$2.7 million in the FY2028 CIP plan. Two grants, one for \$500,000 the other for \$2 million were submitted but not awarded. Department of Public Works is developing final construction documents for the state wetlands permit.*

- Improve existing trails, including re-routing as needed to create sustainable trails. **On Going**
 - *CCPR received a Program Open Space grant to improve and repair the trails at Kings Landing Park, including modifications to increase sustainability.*
 - *CCPR received an African American Heritage Preservation grant to build a sustainable, ADA compliant trail at Biscoe Gray Heritage Farm.*

- Implement a comprehensive stormwater management program to address both new and aging infrastructure. **Mid Term**
 - *CCPR has updated and maintained stormwater management (SWM) devices across various facilities. The SWM at HAC was inspected and brought up to code in FY25 with CIP funding.*
 - *A new SWM was installed at HPP during the pickleball courts project in FY25, enhancing stormwater management capabilities at the site.*
 - *CCPR is collaborating with DPW to develop a comprehensive maintenance plan for SWMs, ensuring proper budgeting and routine upkeep across facilities.*

- Develop Invasive Species Management Plans. **On Going**
 - *Plans for Russian Olive at Battle Creek and controlled burns of the Phragmites at Flag Ponds are in development.*

- Follow and anticipate trends in Maryland legislation that may impact operations relating to natural resources. **On Going**
 - *CCPR continues to monitor and review all Maryland legislation with potential impacts on natural resource operations. This includes active participation in the Office of the County Attorney's oversight process.*

- ***Department Directors, including the Parks & Recreation Director, Deputy Director and all 5 Division Chiefs provide feedback on relevant legislation, supporting, opposing, or remaining neutral based on informed justifications.***
- ***Staff engage with legislative proposals such as HB723/SB526 on Forest Conservation, SO 158 on PFAs Use in Pesticides, and SB417 on Shoreline Restoration, ensuring comprehensive understanding and proactive response to emerging trends in Maryland legislation affecting natural resources.***

Build the Team

- Obtain positions based on the five-year re-organization plan that addresses current staffing deficiencies and future needs which includes new facilities coming online.

Long Term

- ***The Parks & Safety Division re-organized two seasonal and three hourly positions to create an additional Park Superintendent. The Park Superintendent is currently on board.***
- ***A park supervisor was approved for nights/weekend in the Parks & Safety Division.***
- Measure turnover and track information on staff that leaves using exit interviews.

On Going

- ***The Executive Administrative Assistant is still working with the Human Resources Department to obtain information on departure notifications and possible exit interview access to track information.***
- Continue to expand leadership transparency and communication initiatives. **On Going**

- ***The Director continues to lead biweekly in person and virtual leadership meetings with the leadership team. The team provides updates on operational changes, direction, and other pertinent information accordingly.***
- ***The Director provides a weekly email “Message from the Director” to the department to share pertinent information to the entire CCPR team. It also includes weekly updates from each division.***
- ***The Business Manager provides a weekly reminders, updates, and announcements email to supervisors and the leadership team.***

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- *Division chiefs meet monthly to discuss updates and communicate initiatives.*
- *Each division hosts monthly staff and supervisor meetings to share important information from the leadership meetings.*
- Enhance the use and effectiveness of the Parks & Recreation Recognition Committee (PARRC) and establish budget needs. **Mid Term**
 - *COMPLETE FY25. The PARRC has an effective use, and seasonal events are scheduled by the committee. Budget needs were established and set.*
- Develop a recruitment plan for hard to hire seasonal positions. **Mid Term**
 - *The recruitment plan is still in draft.*
- Expand employee volunteer opportunities to support community efforts and participation in department outreach. **Mid Term**
 - *The county offers “Day of Service” program which allows staff half day of administrative leave to support a local charity.*
 - *Staff attended health fairs, farmers market, job fairs, and other community events for departmental outreach.*

Develop Skills and Competencies

- Provide opportunities for professional development through workshops, training, professional seminars, and conferences. **On Going**
 - *CCPR continues to provide funding for training opportunities through the conferences and training budget. This ensures that staff can obtain and maintain certifications and acquire new skills to support professional development.*
- Provide opportunities for more staff to become CPRP and CPRE certified. **On Going**
 - *In FY25 three additional staff members became CPRP certified.*
- Explore cross-training opportunities department wide. **Long Term**

- ***Cross training efforts continue across the department. Staff are learning and acquiring new skills in other positions within the job specifications to improve continuation of operation efforts.***
- ***The Office Aide and Office Specialist are fully cross trained in each position to continue operations when absent.***
- Identify and provide training for new technologies to improve processes and efficiencies. **On Going**
 - ***In FY 25, the department continues to provide training for new technologies including Xplor Recreation, TeamSnap, ForeUP, and Workday applications. Operations, efficiencies, and time management are consistently improving.***
- Develop and implement area-specific training materials for Department specific technologies. **Short Term**
 - ***COMPLETE FY25. Training materials were created and distributed monthly for all department areas that use Xplor Recreation and ForeUP.***
 - ***Annual/Bi-Annual trainings are held for all staff regarding use of the Xplor Recreation software and training materials are created and stored on the departments shared drive on SharePoint, and the Parks drive. Copies of these trainings are also distributed to all staff via email. The Recreation Systems Analyst provides monthly emails with technology updates and training materials.***
- Develop training videos to assist new hires in onboarding and as refreshers for all other employees that are easily accessible. **Mid Term**
 - ***COMPLETE FY25. In person trainings have been developed to ensure attendance. Onboarding training consists of orientation, ordinance, policies & procedures, and customer service.***
 - ***Power Point presentations and interactive in-person trainings that are utilized to provide department employees information. The department also utilizes video trainings available in NEOGOV specific to CCPR policies and procedures.***

Short Term = Up to one year.
Mid Term = One to three years.
Long Term = Three to five years.
On Going = A continuous process.



Approved by:
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