

7

implementation



OVERVIEW

An implementation plan with prioritized action items is the final step in bringing the parks and recreation master plan vision to reality. Implementation is not a linear process but an ongoing iterative process that will rely on large funding investments. Feasibility studies, master plans, phasing plans, and business plans are some of the intermediate steps the Town will have to assume to understand the full order of magnitude costs. In addition, effective implementation strategies are based on highly collaborative processes that span across the various Town Departments, community leaders, strategic partners, and elected officials resulting in multiple benefits to the community.

Over the ten year planning horizon, the priority projects may change or evolve into new prospects based on community needs or other related opportunities. For this reason, additional prioritization criteria has been established and described in the appendices which the staff can use to evaluate for implementation.

The recommendations presented in this plan have been further refined into strategies or action items and prioritized as short-term, mid-term, long-term or ongoing. Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on accomplishing the recommendations of this plan. Each action item indicates a responsible party to foster accountability within the Department as well as component of the parks and recreation system as it relates to parks and facilities, greenway trails, programs, operations and maintenance, staffing and finance. The responsible party has been identified based on the Department's proposed organization: Planning Programming, Athletics, Cultural, Environment/ Sustainability, and Administration with a top tier category for Leadership, including the Department Director, Assistant Director, and area managers. Individuals under the Administration Division (AD) include marketing, business development and finance staff. In addition, the order of magnitude costs (OMC) is expressed as shown below. This estimate should be used only for planning purposes and not set as budgets for specific projects. Key to Implementation Plan is described below.

Responsible Groups:

PR - Parks & Recreation Department
 LD - The Department Leadership
 MA - Maintenance
 PG - Programming
 AT - Athletics
 CU - Cultural
 PL - Planning
 AD - Administration
 EN - Environment/ Sustainability

DS - Development Services
 FN - Finance Department
 U&I - Utilities & Infrastructure
 PW - Public Works
 CM - Communications & Marketing
 OC - Outside Consultant

Order of Magnitude Costs:

\$	<\$50,000
\$\$	\$50,000 - \$100,000
\$\$\$	\$100,000 - \$500,000
\$\$\$\$	\$500,000 - \$1,000,000
\$\$\$\$\$	\$1,000,000+

Staff time is noted where OMC is not relevant.

GOAL	PRIORITY TIMEFRAME	PRIORITY CODE
Short-term	1 - 3 years	ST
Mid-term	4 - 8 years	MT
Long-term	8 + years	LT
Ongoing	Continual	OG



BALANCED GROWTH

Expand the parks and recreation system to ensure serving the needs of a growing community.

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
X					G-1 Acquire and develop an additional 186 acres of parkland by 2030, especially in areas currently void of parkland (west of Highway 55)	➢ Adopt a level of service standard of 9.6 acres per 1,000 population for developed parkland	ST	PR-LD	Staff time
X						➢ Establish a level of service goal of 2 acres per 1,000 population for conservation parkland	ST	PR-LD, DS, U&I	Staff time
X						➢ Maintain a 70% to 30% ratio of developed to conservation parkland	ST	PR-LD, DS, U&I	Staff time
X		X				➢ Implement best practices in land acquisition that identify evaluation criteria for parkland set aside for future development	ST	PR-LD, DS, U&I	Staff time
X		X				➢ Target land acquisitions as identified in the park search areas map.	OG	PR-LD, DS, U&I	Staff time \$\$\$\$\$
X					G-2 Engage the development community to acquire parkland that contributes to the conservation land goals.	➢ Update Unified Development Ordinances to include policy around land dedication for conservation lands	ST, OG	LD, PL, DS	In progress Staff time
						➢ Consider other parkland exactions that clearly define ownership / maintenance, access, quality of land and design guidelines for amenities	LT	PR-LD, DS, U&I	Staff time
X					G-3 Develop the 150 acres of vacant parkland currently owned by the Department.	➢ Develop master plans for each parcel that consider broad community engagement and best practices in park design	LT	PR-LD, PR-PL	\$\$\$\$\$/ Park
			X			➢ Use a cost estimate and total cost of service / ownership model to anticipate initial capital investment and on-going operations and maintenance costs	OG	PR-LD, PR-MA	Staff time
			X			➢ Develop mini business plans for each proposed park	MT	OC	\$/ Park

Balanced Growth, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
X		X			G-4 Construct a range of 53,518 square feet to 80,439 square feet additional square feet of indoor recreation by 2030.	› Determine amount of storage needed to support different programs in multi-functional spaces	ST	PR-PL, PR-PG	Staff time
		X	X			› Conduct a feasibility study to determine needs to meet new program space requirements	ST	PR-PL, PR-PG, OC	\$\$
X						› Conduct a feasibility study to build a new recreation center facility	ST	OC	\$\$
X		X				› Assess the feasibility of providing aquatics programming. Consider partnership with local healthcare providers	ST	PR-PL, PR-PG, PR-LD	\$\$
X		X			G-5 Develop indoor recreation space to prioritize aquatics, athletic courts, dedicated space for senior and special population programming and office and storage space	› Establish minimum space requirements for new spaces to support programs and operations	ST	PR-PL, PR-PG	\$\$
					G-6 Offer diverse recreation and cultural arts programs and amenities	› Complete a feasibility study for possible aquatics facilities	MT	OC	\$\$\$
		X				› Appeal to diverse populations whether age, culture, or interest	ST, OG	PR-PG, PR-CU PR-AT	Staff time
X	X					› Use the PIR and results of community engagement to prioritize development of new amenities	ST, OG	PR-LD, PR-PL	Staff time
		X				› Expand core program areas and diversify program age segments served	MT	PR-PG, PR-CU, PR-AT	Staff time
		X	X			› Include the Farmers Market and Ting Stadium as Core Program Areas and develop mini business plans for each.	ST	PR-PG, OC	\$/ Facility
						› Evaluate Core Program Areas and individual programs on an annual basis to ensure offerings are relevant to evolving demographics and trends.	ST	PR-PG, PR-CU, PR-AT	Staff time

 **EQUITY**
 Achieve equitable access to parks and recreation amenities for all
 Town of Holly Springs residents.

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
X					E-1 Acquire and develop parkland to achieve an equitable distribution of parkland and increase the percentage of residents who live within one mile of a park.	› Improve access to parks, especially west of Highway 55.	OG	PR-LD, PR-PL, DS, U&I	\$\$\$\$
X						› Using tools like GIS mapping and community feedback, develop priorities for resource allocation associated with closing the gaps for park access	ST	PR-LD, PR-PL, DS, U&I	Staff time
X X X X X					E-2 Ensure equitable distribution of financial investment across the park system	› Evaluate the existing fee structure to provide greater subsidy for low-income residents.	ST	PR-PG	Staff time
			X X			› Quantify and track operating expenditures and capital investment per park across the system	ST	PR-MA, PR-PG	Staff time
			X X			› Establish criteria/ policy for equitable expenditures for equipment, programming, capital needs and facilities	ST	PR-LD, PR-MA, PR-PG	Staff time
X					E-3 Increase the percentage of residents within a ten-minute walk of a park from 41 percent to 55 percent.	› Construct new parks where gaps exist	OG	PR-PL	\$\$\$\$/Park Grant funding or alternate resources
X X						› Consider multi-modal connections when locating new parks and planned developments	OG	PR-PL, U&I	\$\$
			X			› Collaborate with local, state, and federal transportation planning efforts to improve public transportation access to parks	OG	PR-LD, PR-PL, DS, U&I	Staff time, Collaboration w/ other local/state/federal agencies

Equity, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
X X					E-4 Offer recreation access to people of all ages and ability levels	➤ Develop an ADA Transition Plan to address all instances of non-compliance	ST,OG	PR-PL, U&I, PW, OC	\$\$\$ Ongoing town-wide effort
X						➤ Implement the principles of universal design to lower the physical barriers to access for people with different ability levels	LT,OG	PR-PL	\$\$\$ Leverage state level grant funding, private groups
	X X					➤ Increase community awareness by finding ways to educate public about social issues related to inclusivity.	ST,OG	PR-PL, PR-PG, CM	Staff time
	X X					➤ Establish partnerships with local nonprofits and organizations to offer recreation programs targeted for all ability levels	MT	PR-PG	Staff time
X X						➤ Integrate principles of universal design and inclusivity into the park design, development and programming process.	ST, OG	PR-PL, PR-PG	\$\$\$\$/ Park
X						➤ Provide additional inclusive amenities such as all-inclusive playgrounds	ST	PR-PL	\$\$\$/ Park Leverage grant funding
	X				E-5 Develop program plan for special needs populations	➤ Consider expanding core program offerings to include special needs programs	ST	PR-PG	Staff time, Special Training



HEALTH

Prioritize health and wellness

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
X	X	X			H-1 Plan, design and program of the parks and recreation system to improve health outcomes related to physical fitness.	› Provide amenities that provide opportunities for leisure, moderate and vigorous physical activity	ST	PR-PL, PR-PG	\$\$-\$\$\$\$
			X			› Establish health and wellness as a core service component of the program offerings.	ST	PR-PG	Staff time, Partnerships, Grant funding
		X				› Explore innovative programming that encourages active lifestyles	ST	PR-PG	\$\$-\$ Staff time
X	X	X			H-2 Plan, design and program of the parks and recreation system to improve health outcomes related to mental health.	› Consider programs and amenities targeted at reducing stress and anxiety such as labyrinths for meditative walks and general access to untouched nature.	ST	PR-PL, PR-PG	\$\$
X	X	X			H-3 Plan, design and program of the parks and recreation system to improve health outcomes related to social cohesion.	› Explore programming that encourages large group participation	ST	PR-PG	Staff time
						› Develop amenities to host community gathering events	MT	PR-PL, PR-PG	\$\$-\$\$\$\$
		X				› Expand programming opportunities for outdoor adventure	MT	PR-PG	Staff time, Partnerships
		X				› Develop nature-based outdoor recreation programs for all ages, particularly youth.	MT	PR-PG	Staff time, Partnerships

Health, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
X	X	X			H-4 Plan, design and program of the parks and recreation system to improve health outcomes related to healthy eating.	› Leverage presence of existing farmers market to advertise and educate attendees about health food options and locally sourced produce.	OG	PR-PG, PR-CU, CM	Staff time
		X		X		› Assess the feasibility of developing 'farm to table' program using partnerships	ST	PR-PG	\$-\$ Staff time Partnerships
			X			› Incorporate nutrition programs as age-appropriate recreation program activity	LT	PR-PG	Staff time, Partnerships, Grant Funding
X						› Provide additional community gardens, kitchens, edible landscapes and agritourism facilities within parks and facilities.	LT	PR-PL	\$\$-\$\$\$\$
	X	X	X		H-5 Identify potential partners and organizations who strive to improve health outcomes related to physical fitness, mental health, social cohesion and healthy eating.	› Develop short list of potential partners	ST	PR-LD	Staff time
		X				› Contact partners and determine program goals	ST	PR-LD	Staff time
						› Using best practices for partnerships, create agreements that are mutually beneficial	MT	PR-LD	Staff time



CONNECTIVITY

Offer a connected trail network within the Town of Holly Springs

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
	X	X			C-1 Build a well-connected parks and recreation system within the town	› Link parks, schools, residential areas, commercial and employment centers as well as regional connections	LT	PR-PL, DS, U&I	Staff time Grant funding
X						› Ensure interdepartmental collaboration on long range planning projects	LT, OG	PR-PL, DS, U&I	Staff time
	X	X			C-2 Connect to national, regional, and adjacent communities' greenway systems	› Ensure collaboration with NC Department of Transportation, Wake County, and adjacent jurisdictions to build the community connector corridors	LT	PR-LD, PR-PL, DS, U&I	Staff time
	X			X	C-3 Update policies and design standards for greenway trail construction	› Offer a variety of transportation and recreational use trail types (natural surface, off-road greenways, sidewalks, bike lanes, etc.) that are appropriate for location and use	LT	PR-PL, DS, U&I	\$\$\$\$\$
	X				C-4 Engage private development community to expand the greenway trail network	› Adopt the greenway master plan to guide developer-built greenway networks	ST	PR-PL, DS, U&I	Staff time
	X					› Update the UDO to include clearly defined exactions that expand the greenway trail network	ST, OG	PR-PL	Staff time
X	X				C-5 Improve community awareness about greenway trails through wayfinding, mapping, trailheads, and other communication tools	› Develop wayfinding and signage plan for parks, recreation, and greenway trail system.	ST	PR-PL, OC, CM	\$\$\$
				X	C-6 Establish a well-funded capital, operations and maintenance budget for trails and greenways	› Continue to track ongoing operations and maintenance costs for greenways and consider additional budget as new greenways are being added to the system.	ST, OG	PR-PL, PR-MA, PW	Staff time



FINANCIAL SUSTAINABILITY

Establish a financially sustainable Department.

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
		X	X	X	F-1 Complete a true cost of service / ownership assessment for each park and program in the system to understand and project on-going operations and maintenance costs.	<ul style="list-style-type: none"> Utilize a Total Cost of Service / Ownership model, track all costs associated with programs and amenities / facilities, including maintenance 	ST	PR-LD, PR-PG, PR-AT, PR-CU, PR-MA	Staff time
			X	X		<ul style="list-style-type: none"> Train program staff on the process of conducting a Cost of Service / Ownership Analysis and the process undertaken on a regular basis. 	ST	PR-LD, PR-PG	Staff time
				X		<ul style="list-style-type: none"> Utilize a financial management system to efficiently track and manage costs to deliver services 	ST	PR-LD	\$\$\$
X	X	X			F-2 Establish cost recovery goals for programs and facilities	<ul style="list-style-type: none"> Classify programs according to a Cost Recovery Model. 	ST	PR-LD, PR-PG	Staff time
		X		X	F-3 Establish a diverse pricing policy that reflects cost recovery goals and community values	<ul style="list-style-type: none"> Establish pricing policy for essential, important, and value-added programs based on Cost Recovery Model. 	ST	PR-LD, PR-PG	Staff time
			X	X	F-4 Develop a clear funding strategy plan to fund park improvements and on-going operations and maintenance costs.	<ul style="list-style-type: none"> Diversify funding sources to include dedicated funding options such as impact fees, hotel tax, tax increment fund, and food and beverage tax. 	ST	PR-LD, PR-MA, PR-PL FN	Staff time
				X		<ul style="list-style-type: none"> Include earned income options such as membership fees, rentals, program fees, etc. 	ST	PR-LD, PR-PG	Staff time
						<ul style="list-style-type: none"> Include financial support options such as grant funding from various non profit, state, & federal sources. 	ST	PR-LD, DS, FN, U&I, PW, OC	Staff time Partnerships

Financial Sustainability, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Priority	Responsible Group	OMC/ Notes
					F-4 Develop a clear funding strategy plan to fund park improvements and on-going operations and maintenance costs. (Continued from previous Page)	<ul style="list-style-type: none"> › Establish Parks and Recreation Foundation to expand funding sources options 	MT	PR-LD	Staff time
		X	X	X	F-5 Evaluate existing partnerships to determine on-going mutually beneficial outcomes	<ul style="list-style-type: none"> › Use partnerships to offer programs / services in response to community needs & trends 	ST	PR-LD	Staff time
			X	X		<ul style="list-style-type: none"> › Track and evaluate the economic value of partnerships and volunteers 	ST	PR-LD	Staff time



ENVIRONMENTAL AWARENESS

Commit to protection of natural resources.

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
X X					N-1 Develop parks, facilities and greenways while protecting natural resources	➢ Deploy best practices in natural resource preservation	ST	PR-PL, PR-EN, PR-MA DS, U&I	Staff time
X X						➢ Deploy best practices in environmentally sustainable site design practices	ST	PR-PL, DS, U&I	\$\$\$
X X						➢ Deploy best practices in green building practices	ST	PR-PL, DS, U&I	\$\$-\$\$\$\$\$
X X			X			➢ Leverage conservation subdivisions to secure additional conservation land from developers	ST	PR-PL, DS, U&I	Staff time
		X				➢ Adopt a cross-sector approach to support sustainability goals identified in the Future Land Use and Community Character Plan.	ST	PR-PL, PR-EN, DS, U&I	Staff time
		X X			N-2 Maximize sustainability initiatives to minimize resource consumption, reduce waste and promote use of renewable resources.	➢ Develop goals around minimizing water and energy consumption, and carbon emissions	ST	PR-PL, PR-EN, DS, U&I	Staff time
					N-3 Expand core program offerings to include environmental awareness	➢ Identify and implement practices to provide renewable resources	MT	PR-PL, PR-EN, DS, U&I	Staff time
		X X				➢ Establish policies to introduce waste reduction technologies and programs at parks and facilities.	ST	PR-LD, PR-PL, PR-EN, DS, U&I	Staff time
		X X				➢ Identify key focus areas related to natural resources and environmental awareness	ST	PR-LD, PR-PL, PR-EN, DS, U&I	Staff time
						➢ Develop program plans	MT	PR-PG, PR-EN	Staff time
		X X				➢ Identify potential partners to lead programs	ST	PR-PG, PR-EN	Staff time
		X				➢ Collaborate with local school system to support STEM curricula	ST	PR-LD, PR-PL, PR-PG	Staff time

Environmental Awareness, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
			X		N-4 Adopt a cross-sector approach to supporting and implementing Town-wide initiatives related to natural resource protection and environmental awareness	➢ Secure additional conservation land through exactions as part of UDO rewrite process	MT	PR-LD, PR-PL, PR-EN, DS, U&I	Staff time
			X			➢ Collaborate with other Town departments to execute the initiatives of the strategic plan	MT	PR-LD, PR-PL, PR-EN	Staff time
			X			➢ Partner with local and state transportation agencies to meet connectivity, park access and carbon emissions reduction goals.	LT	PR-LD, PR-PL, PR-EN, DS, U&I	Staff time
X		X				➢ Work with Tree Advisory Committee to establish tree canopy goals for parks and recreation facilities	ST	PR-PL	Staff time



Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
X X					X-1 Adhere to best practices in planning and design of parks	<ul style="list-style-type: none"> >Create safe parks through CPTED design 	LT	PR-PL	\$-\$\$
X X						<ul style="list-style-type: none"> Use data-driven design process to identify current recreation needs 	LT	PR-PL, PR-LD	Staff time
X X					X-2 Emphasize 'placemaking' to focus on the imageability of the parks system	<ul style="list-style-type: none"> Consider a 1% public art dedication in all construction projects 	MT	PR-PL, DS,U&I	\$\$-\$\$\$\$
X X						<ul style="list-style-type: none"> Make community engagement process integral part of parks and facilities development to ensure the community identity is reflected in the parks and facilities design 	ST	PR-LD, PR-PL, OC	\$-\$\$\$ Staff time
X X					X-3 Develop and implement maintenance management plans for existing and future parks and facilities.	<ul style="list-style-type: none"> Establish focus on local history, culture, and context to inform park design process 	ST	PR-PL	Staff time
X X						<ul style="list-style-type: none"> Develop park design standards for site furnishings, signage to establish consistency across the park system and Town brand 	ST	PR-PL, OC	\$-\$\$\$ Staff time
X X X						<ul style="list-style-type: none"> Create Key Performance Indicators to evaluate efficiency and effectiveness of the work 	ST	PR-LD, PR-PL, PR-PG	Staff time
	X	X		X	X-4 Increase the percentage of program offerings in the mature phase to the recommended distribution of 40 percent.	<ul style="list-style-type: none"> Complete a Program Lifecycle Analysis annually to increase program delivery efficiency 	ST	PR-PG	Staff time

Excellence, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
X	X	X	X	X	X-6 Develop and support a culture of innovation, technology, and adaptability to respond to on-going local, national, and global challenges	<ul style="list-style-type: none"> Develop training programs for staff to expand knowledge associated with new technologies 	ST	PR-LD	\$\$
			X	X		<ul style="list-style-type: none"> Implement on-line reservation and payment system for transactional services and program sign-ups 	ST	PR-LD, PR-AD, PR-PG	\$\$\$
			X	X		<ul style="list-style-type: none"> Adopt an asset management/ work order system and software for the Maintenance Division. 	ST	PR-MA	\$\$\$
			X	X	X-7 Update the organizational structure of the department to improve functionality	<ul style="list-style-type: none"> Incorporate a GPS tracking system to track staff's commute time to parks and facilities. 	ST	PR-LD, PR-MA	\$\$\$
			X	X		<ul style="list-style-type: none"> Experiment with small scale new technologies or develop pilot projects that significantly reduce staff time and costs 	ST	PR-LD	\$-\$\$
				X		<ul style="list-style-type: none"> Consider a dedicated business development position 	ST	PR-LD	\$\$
			X	X		<ul style="list-style-type: none"> Develop a tiered hierarchy of positions (primary, secondary, tertiary, etc.) based on accountability, responsibility and pay. 	ST	PR-LD	Staff time
			X	X	X-8 Establish the right balance of FTE's between fulltime and part-time maintenance staff to achieve the industry standard of 27 acres per FTE	<ul style="list-style-type: none"> Connect top tier positions as a leadership team 	ST	PR-LD	Staff time
				X		<ul style="list-style-type: none"> Make Special Events a Division 	ST	PR-LD	Staff time
			X			<ul style="list-style-type: none"> Functionally align facilities and programming for sports, the farmers market and Arts and recreation, and Bass lake with Park maintenance 	ST	PR-LD, PR-CU, PR-PG	

Excellence, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
			X		X-9 Support professional development and succession planning for all staff levels.	<ul style="list-style-type: none"> Encourage staff to attend professional training programs and conferences. 	ST	PR-LD	\$
			X		X-10 Increase awareness, branding, & marketing of parks, programs, greenways & services.	<ul style="list-style-type: none"> Develop marketing plan based on the strategies discussed in the inventory + analysis chapter. 	MT	PR-LD, CM, PR-AD	\$\$
		X				<ul style="list-style-type: none"> Establish priority segments to target in terms of new program/ service development and communication tactics. 	ST	PR-AD, PR-PG, CM	Staff time
			X			<ul style="list-style-type: none"> Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics. 	ST	PR-PG, CM	Staff time
		X	X		X-11 Nurture existing partnerships that are mutually beneficial and develop new partnerships.	<ul style="list-style-type: none"> Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes. 	ST	PR-PG, PR-AD CM	Staff time
		X	X	X		<ul style="list-style-type: none"> Identify potential partners in the areas of operations, vendors, service providers, co-branding and resource development. 	ST	PR-LD, PR-PG, PR-MA	Staff time
			X	X		<ul style="list-style-type: none"> Implement best practices in partnerships to establish mutually beneficial relationships 	MT	PR-LD	Staff time

Excellence, continued

Park + Fac.	Greenways	Programs	O + M	Finances	Recommendation	Action	Timeline	Responsible Group	OMC/ Notes
			X		X-11 Nurture existing partnerships that are mutually beneficial and develop new partnerships. (Continued from previous page)	<ul style="list-style-type: none"> ➢ Continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters ➢ Track volunteer metrics annually ➢ Continue background checks for all volunteers working with all programs 	MT ST ST	PR-PG, PR-AD PR-PG, PR-AD PR-PG, PR-AT, PR-CU	Staff time Staff time Staff time
X	X	X	X	X	X-13 Establish best practices to pursue national awards and CAPRA accreditation.			PR-LD, OC	Staff time

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