

## CHAPTER ELEVEN - MASTER PLAN IMPLEMENTATION

The following section details recommendations based on the review of all of the data relating to the Parks, Open Space, Trails, and Recreation Master Plan, in support of the overall mission and vision of the City of Durango. The mission and vision statements:

**The mission is to promote and provide a full range of parks, trails, natural lands, recreational facilities, programs and amenities that enrich the quality of life for all residents and visitors. These services shall enhance the health and well-being of those we serve in a financially responsible and environmentally sustainable manner.**

**The vision is to promote and establish Durango as a leading community with a focus on health, wellness, vitality, safe access to amenities and an exceptional quality lifestyle.**

It is the intent of this Master Plan to ensure the elements of the mission and vision shape the strategic recommendations. As part of the strategic recommendations, the remaining section of the Plan details Strategic Themes, Strategic Objectives, and Strategic Initiatives and Measures. This will create the framework for decision-making during the next ten years, 2010 to 2019.

Strategic Themes are broad based descriptions of major areas included in the recommendations. The Themes include:

- **Trails:** Connecting People to Places
- **Open Space:** Preserve and Care for Special Places
- **Parks:** Provide Quality Areas for Community Gatherings and Activities
- **Recreation:** Provide Quality and Diverse Recreation Programs
- **Facilities:** Provide Quality Facilities for Recreation Activities
- **Organizational:** Strategic Use of Resources

The Themes provide the over-arching focus for the Plan's implementation. The Themes are supported by Strategic Objectives. In addition to Themes and Objectives, a list of Measures is included in support of the Objectives. The Themes, Objectives, Measures and Targets are shown on the following Strategy Map (**Figure 66**). The measures reflect organizational performance and also indicate success in the achievement of Master Plan strategies.

### City of Durango Parks, Open Space, Trails and Recreation Master Plan Strategy Map

	Strategic Themes	Strategic Objectives	Strategic Measures	Targets
Trails	Connecting People to Places	<ul style="list-style-type: none"> <li>• Complete Trails Plan goals</li> <li>• Continue connectivity and trail development efforts</li> </ul>	<ul style="list-style-type: none"> <li>•Number of miles of trails</li> <li>•Number of Trails Plan Goals completed</li> </ul>	To be developed at a future date
Open Space	Preserve and Care for Special Places	<ul style="list-style-type: none"> <li>• Continue protection of open space land</li> <li>• Further develop best management practices</li> </ul>	<ul style="list-style-type: none"> <li>•Number of acres of open space land</li> <li>•Number of management plans</li> </ul>	
Parks	Provide Quality Areas for Community Gatherings and Activities	<ul style="list-style-type: none"> <li>• Improve park amenities</li> <li>• Acquire and improve park land</li> <li>• Ensure excellent maintenance practices</li> </ul>	<ul style="list-style-type: none"> <li>• Ratio of staff to acres</li> <li>• Maintenance costs per acre</li> <li>• Total number of acres maintained</li> <li>• Acres of parkland acquired</li> </ul>	
Recreation	Provide Quality and Diverse Recreation Programs	<ul style="list-style-type: none"> <li>• Offer programs according to resident need</li> <li>• Develop brand and image for core programs</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of registrants</li> <li>• User satisfaction with programs</li> <li>• Recreation cost recovery rate</li> <li>• Number of new programs annually</li> </ul>	
Facilities	Provide Quality Facilities for Recreation Activities	<ul style="list-style-type: none"> <li>• Develop facilities according to community and renovation needs</li> <li>• Develop space and facilities according to standards</li> </ul>	<ul style="list-style-type: none"> <li>• Occupancy rate of indoor spaces</li> <li>• Capacity versus demand for athletic fields</li> <li>• Percent of level of service amenities developed</li> </ul>	
Organizational	Strategic Use of Resources	<ul style="list-style-type: none"> <li>•Develop sustainable practices</li> <li>•Strengthen operations</li> <li>•Continue sustainable and dedicated funding sources</li> </ul>	<ul style="list-style-type: none"> <li>•Measurement of carbon footprint</li> <li>•Annual savings from energy efficiency</li> <li>•Percent of strategies achieved</li> <li>•Annual amount of dedicated funding</li> </ul>	

Figure 66 - City of Durango Parks, Open Space, Trails and Recreation Master Plan Strategy Map

## 11.1 STRATEGIC THEMES AND STRATEGIC OBJECTIVES

The following section reviews the Strategic Themes, Strategic Objectives, and the Strategic Initiatives. Initiatives are listed as short term, midterm, and long term or ongoing. The following time sequence is used to designate completion of Initiatives.

- Short term Initiatives are scheduled for completion within the time period: January 2010 to December 2012
- Midterm Initiatives are scheduled for completion within the time period: January 2013 to December 2015
- Long term Initiatives are scheduled for completion within the time period: January 2016 to December 2019
- Ongoing Initiatives are repeated continuously throughout the ten year time period

In addition, City staff members responsible for the completion of each of the Initiatives are listed as well

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### 11.1.1 ORGANIZATIONAL: STRATEGIC USE OF RESOURCES

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#### 11.1.1.1 DEVELOP SUSTAINABLE PRACTICES

- 11.1.1.1.1 Develop and approve an environmental and sustainability policy that outlines the Department’s commitment to sustainable practices

*Short term Parks and Recreation Director, Sustainable Services Coordinator*

- 11.1.1.1.2 Complete a sustainability audit and develop an action plan with recommendations and timelines for improvement

*Short term Parks and Cemetery Manager*

- 11.1.1.1.3 Develop a smart growth approach to planning with all cities in La Plata County

*Mid term City Manager, Parks and Recreation Director, Planning and Community Development Director and Bayfield and Ignacio town officials*

- 11.1.1.1.4 Exercise leadership through the Southwest Colorado Council of Governments to ensure a regional approach to planning

*Mid term City Manager, Parks and Recreation Director, Planning and Community Development Director and Council of Government officials*

- 11.1.1.1.5 Develop relationships with youth, consistent with the La Plata County Children, Youth and Family Master Plan, to promote interest in helping the City with parks and recreation initiatives

*Mid term Recreation Manager*

- 11.1.1.1.6 Recognize the recreation potential of Lake Nighthorse and encourage other agencies to develop future facilities to meet the community’s needs

*Long term Parks and Recreation Director, Parks, Open Space and Trails Development Manager*

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#### 11.1.1.2 STRENGTHEN OPERATIONS

- 11.1.1.2.1 Develop and implement an organizational performance measurement system, including specific measures such as cost recovery, customer satisfaction percentages, workload, and facility capacity measurements. The measures are included in the Strategy Map.

*Short term Parks and Recreation Director*

- 11.1.1.2.2 Expand communication practices with the public to include use of the web, surveys, focus groups and the local media

*Short term Parks and Recreation Director*

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#### 11.1.1.3 CONTINUE SUSTAINABLE AND DEDICATED FUNDING SOURCES

- 11.1.1.3.1 Develop a plan to continue dedicated funding sources through dedicated sales tax funding

*Short term City Manager, Parks and Recreation Director, and Parks, Open Space and Trails Development Manager*

- 11.1.1.3.2 Develop a revenue policy to guide the Department in cost recovery goals, desired financial performance of programs and facilities, and pricing of services

*Short term Parks and Recreation Director, Finance Director*

- 11.1.1.3.3 Develop a long term financial plan to assess the Department's ability to sustain new park, open space, trails and recreation facilities and amenities

*Short term Parks and Recreation Director, Finance Director, Parks, Open Space and Trails Development Manager*

- 11.1.1.3.4 Revise public amenity (parks, trails, open space) dedication and impact fee requirements for new development

*Short term Parks and Recreation Director, Parks, Open Space, and Trails Development Manager, Finance Director, Planning and Community Development Director*

- 11.1.1.3.5 Complete an economic impact study to determine the financial impact of the Department on the local economy in regards to property values, sales tax revenues, tourism dollars, and sports tournaments

*Long term Parks and Recreation Director, Finance Director and Planning and Community Development Director*

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### 11.1.2 TRAILS: CONNECTING PEOPLE TO PLACES

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#### 11.1.2.1 COMPLETE TRAILS PLAN GOALS

- 11.1.2.1.1 Complete the Animas River Trail as the north-south spine of the hard surface trail system

*Short to Mid term Parks, Open Space and Trails Development Manager and Specialist*

- 11.1.2.1.2 Reconstruct substandard sections of the Animas River Trail

*Short to Mid term Parks, Open Space and Trails Development Manager and Specialist, Parks and Cemetery Manager*

- 11.1.2.1.3 Continue planning for separated-grade trail crossings of US Highway 550/160, Camino del Rio and North Main Avenue

*Mid term Parks, Open Space and Trails Development Manager*

- 11.1.2.1.4 Develop the SMART 160 Trail as the east-west hard surface trail spine through the City

*Long term Parks, Open Space and Trails Development Manager*

- 11.1.2.1.5 Continue working with Trails 2000 to develop and maintain the natural surface trail system in the community

*On going Parks, Open Space and Trails Development Manager*

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#### 11.1.2.2 CONTINUE CONNECTIVITY AND TRAIL DEVELOPMENT EFFORTS

- 11.1.2.2.1 Revise the 5 and 15 Year Capital Improvements Plan to reflect trail priorities established in the Plan

*Short term Parks and Recreation Director and Parks, Open Space and Trails Development Manager*

- 11.1.2.2.2 Establish and adopt trailhead design standards

*Short term Parks, Open Space and Trails Development Manager*

- 11.1.2.2.3 Develop safe multi-generational opportunities for the use of trails

*Long term Parks, Open Space and Trails Development Manager*

- 11.1.2.2.4 Continue to modify and expand on-street bike and pedestrian facilities and linkages to the off-street trail system to provide a network of core urban trails that connect people to places

*On going Parks, Open Space and Trails Development Manager, Multi-Modal Coordinator*

- 11.1.2.2.5 Expand the trail system as opportunities occur to new and existing developments

*On going Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director*

- 11.1.2.2.6 Encourage La Plata County to recognize the City's Trails Master Plan by incorporating trail connectivity and multi-modal transportation in the County Comprehensive Plan

*On going Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director, Multi-Modal Coordinator*

- 11.1.2.2.7 Enhance partnerships with Colorado Department of Transportation, Bureau of Land Management, the Forest Service, private landowners, La Plata County, Fort Lewis College, Tri-State, La Plata

Electric, and Trails 2000 to ensure connectivity and a regional approach to trail development

*On going City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Multi-Modal Coordinator*

- 11.1.2.2.8 Prioritize and secure trail easements needed for planned trails and to fill missing links on both the hard and natural surface trail system

*On going Parks, Open Space and Trails Development Manager, Planning and Community Development Director*

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### 11.1.3 OPEN SPACE: PRESERVE AND CARE FOR SPECIAL PLACES

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#### 11.1.3.1 CONTINUE PROTECTION OF OPEN SPACE LAND

- 11.1.3.1.1 Consider placing open space lands having separated and viable mineral rights into conservation easements as an additional control measure over possible surface disturbance associated with potential future mineral extraction activities

*Short term Parks, Open Space and Trails Development Manager*

- 11.1.3.1.2 Evaluate other strategies to minimize surface disturbance associated with potential future mineral extraction activities

*Short term Parks, Open Space and Trails Development Manager*

- 11.1.3.1.3 Evaluate all undeveloped City-owned parcels to determine purpose of ownership and whether they should be designated as open space

*Short term Parks, Open Space and Trails Development Manager*

- 11.1.3.1.4 Preservation of natural lands in the Animas River Greenway, ridgeline properties, and Horse Gulch should be the City's highest priority

*On going City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director*

- 11.1.3.1.5 Continue to preserve land that protects the mountain backdrop and viewsheds surrounding Durango

*On going City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director*

- 11.1.3.1.6 Other preservation opportunities should be prioritized based on preservation value, threat of loss and available resources

*On going City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director*

11.1.3.2 FURTHER DEVELOP BEST MANAGEMENT PRACTICES

- 11.1.3.2.1 Develop a regional approach to better manage open space lands with Ft. Lewis College, open space conservancies, La Plata County, Bureau of Land Management, Forest Service, Colorado Division of Wildlife, Durango Fire and Rescue Authority, Bureau of Reclamation and private land owners

*Short term* City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director

- 11.1.3.2.2 Continue to refine stewardship activities and establish Best Management Practices (BMPs) for the parks, trails, open space and recreation facilities

*Short Term* Parks and Recreation Director, Parks and Cemetery Manager, Recreation Manager, Parks, Open Space and Trails Development Manager

- 11.1.3.2.3 Establish and implement a healthy forest management plan

*Mid term* Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager

- 11.1.3.2.4 Continue to enhance volunteer opportunities within the open space system

*On going* Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Parks and Cemetery Manager

- 11.1.3.2.5 Management practices should include addressing potential human impacts to wildlife in open space and appropriate education on living with wildlife

*On going* Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Parks and Cemetery Manager

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11.1.4 PARKS: PROVIDE QUALITY AREAS FOR COMMUNITY GATHERINGS AND ACTIVITIES

11.1.4.1 IMPROVE PARK AMENITIES

- 11.1.4.1.1 Complete improvements to enhance access to the off leash area

*Short term* Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist

- 11.1.4.1.2 Integrate animal resistant trash containers and recycling in the park system

*Short term* Parks and Cemetery Manager, Sustainable Services Coordinator

- 11.1.4.1.3 Upgrade river put-ins and stabilize river banks  
*Short term Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist*
- 11.1.4.1.4 Address design issues at parks that impede efficient maintenance in a phased approach as outlined in the Maintenance Management Plan  
*On going Parks and Cemetery Manager, Parks, Open Space and Trails Specialist, City Engineer*
- 11.1.4.1.5 Evaluate adding amenities to existing parks and develop new parks with a variety of amenities such as playgrounds, ball fields and picnic shelters, in one location  
*On going Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist*

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11.1.4.2 ENSURE EXCELLENT PARK MAINTENANCE PRACTICES

- 11.1.4.2.1 Develop Best Management Practices to reduce the use of pesticides and herbicides  
*Short term Parks and Cemetery Manager, City Engineer*
- 11.1.4.2.2 Develop a long term capital repair and replacement schedule for parks and park amenities through tracking assets, their condition, and their lifecycle  
*Short term Parks and Cemetery Manager*
- 11.1.4.2.3 Develop a future staffing plan to correlate with a growing number of parks and facilities  
*Short term Parks and Recreation Director, Parks and Cemetery Manager*
- 11.1.4.2.4 Develop an Animas River Management Plan to address the impact of high recreational use of the river in collaboration with La Plata County  
*Short term Parks and Recreation Director, Parks, Open Space and Trails Development Manager*
- 11.1.4.2.5 Include a maintenance practice educational section on the Web site in order to inform residents of the Department's commitment to sustainable park maintenance practices  
*Mid term Parks and Cemetery Manager*
- 11.1.4.2.6 Develop an urban forest management plan  
*Mid term Parks and Cemetery Manager*

- 11.1.4.2.7 Evaluate and update policies for naming park facilities and gift giving, such as memorial benches and trees  
*Mid term Parks and Recreation Director, Parks, Open Space and trails Development Manager, Parks and Cemetery Manager*
- 11.1.4.2.8 Continue to enhance volunteer opportunities within the parks system  
*On going Parks and Cemetery Manager*
- 11.1.4.2.9 Develop a priority maintenance list and expand the use of maintenance standards, including items such as mowing height and frequency, litter control, and graffiti removal  
*On going Parks and Cemetery Manager*
- 11.1.4.2.10 Develop chemical free parks through an “Adopt a Park” program with volunteers taking responsibility for manual caretaking of weeds  
*On going Parks and Cemetery Manager*
- 11.1.4.2.11 Utilize Best Management Practices to improve natural areas and increase biodiversity by including native landscaping, rain gardens, and bio swales when developing parks and facilities  
*On going Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist, City Engineer*

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11.1.4.3 CONTINUE TO ACQUIRE AND IMPROVE PARK LAND

- 11.1.4.3.1 Acquire additional parkland according to the standards by 2019 (5 acres mini parks, 20 acres neighborhood parks, 64 acres community parks and 21 acres linear parks)  
*On-going Parks and Recreation Director, Parks, Open Space and Trails Development Manager*
- 11.1.4.3.2 Update parks and facilities to address changing needs of the community  
*On-going Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Parks and Cemetery Manager*
- 11.1.4.3.3 In consideration of overall priorities for park projects, remain flexible and allow for opportunities and adjustments based on changing conditions  
*On going Parks and Recreation Director*

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### 11.1.5 RECREATION: PROVIDE QUALITY AND DIVERSE RECREATION PROGRAMS

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#### 11.1.5.1 BUILD ON PROGRAM QUALITY

- 11.1.5.1.1 Use recreation standards to ensure consistency in program offerings

*Short term Recreation Manager*

- 11.1.5.1.2 Complete a needs assessment survey within five to seven years

*Mid term Recreation Manager*

- 11.1.5.1.3 Formalize customer feedback to measure overall satisfaction, repurchase intent, and referral rates through all program evaluations and surveys

*Mid term Recreation Manager*

- 11.1.5.1.4 Complete an access review process every two years to solicit customer feedback regarding attitudes and satisfaction levels toward registration system, telephone access, Web site ease of use, program guide layout and distribution, and staff quality of service

*On going Recreation Manager*

- 11.1.5.1.5 Complete a program lifecycle and age segment review every two years to ensure an appropriate percentage of programs are in the introduction, take off, and growth stages of the lifecycle and to be consistent with the demographics of the City

*On going Recreation Manager*

- 11.1.5.1.6 Develop a systematic process to measure customer satisfaction including program evaluations, focus groups, transactional surveys, mystery shopping, and customer defect research

*On going Recreation Manager*

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#### 11.1.5.2 OFFER PROGRAMS ACCORDING TO CUSTOMER NEEDS OR DESIRES

- 11.1.5.2.1 Identify alternative program spaces to assist with current demand of programs

*Short term Recreation Manager*

- 11.1.5.2.2 Expand upon the City employee wellness program

*Short term Recreation Manager*

- 11.1.5.2.3 Promote employee wellness programs to other organizations in the community

*Short term Recreation Manager*

- 11.1.5.2.4 Expand scholarship availability and ensure access to programs for all, including those lacking the ability to pay

*Short term Recreation Manager*

- 11.1.5.2.5 Expand program offerings for people with disabilities

*Short term Recreation Manager*

- 11.1.5.2.6 Develop an overall Departmental marketing plan with strategies and timelines

*Mid term Recreation Manager*

- 11.1.5.2.7 Increase household participation in recreation programming to 50% or more through identification of potential customer barriers to participation

*Mid term Recreation Manager*

- 11.1.5.2.8 Expand active adult and senior programming to coincide with aging population trends in Durango

*Mid term Recreation Manager*

- 11.1.5.2.9 Expand high priority programs, as listed on the Needs Assessment, including adult fitness and wellness, before and after school programs, youth/teen sports programs, preschool programs, special events, youth learn to swim, youth/teen fitness and wellness, and nature and wildlife interpretive programs

*On going Recreation Manager*

- 11.1.5.2.10 Collaborate with other community groups and promote partnerships to enhance recreation program offerings

*On going Recreation Manager*

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#### 11.1.5.3 DEVELOP BRAND AND IMAGE FOR CORE PROGRAMS

- 11.1.5.3.1 Develop a process to strengthen partnerships including an annual review of existing partnerships and identification of new partners, including a process to identify the level of partner satisfaction toward working with the Department

*Mid term Recreation Manager*

- 11.1.5.3.2 Develop customer requirements and brand and image for core program areas

*Long term Recreation Manager*

- 11.1.5.3.3 Dedicate staff resources toward acquiring alternative revenues such as grants, corporate support, and more use of volunteers and interns

*On going Recreation Manager*

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### 11.1.6 FACILITIES: PROVIDE QUALITY FACILITIES FOR RECREATION ACTIVITIES

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#### 11.1.6.1 DEVELOP FACILITIES ACCORDING TO COMMUNITY NEEDS

- 11.1.6.1.1 Develop a business plan for the Recreation Center to determine the feasibility of adding space to accommodate fitness needs, family locker room expansion, maintenance and storage space, youth area upgrades and service desk improvements

*Short term Parks and Recreation Director, Recreation Manager, Finance Director*

- 11.1.6.1.2 Develop a plan to renovate or relocate the gymnastics program from the Mason Center

*Short term Parks and Recreation Director, Recreation Manager, General Services Director*

- 11.1.6.1.3 Refurbish Chapman Hill, including increased parking capability, re-grading the bottom of the ski hill, repair/replace maintenance storage building, and upgrade rope tow ski lift; embrace bicycling activities such as a natural-surface trail system trailhead, jump park, and other activities to increase summertime utilization of facility

*Mid term Parks and Cemetery Manager, Parks, Open Space and Trails Specialist, Parks and Recreation Director, Planning and Community Development Director, City Engineer*

- 11.1.6.1.4 Renovate or replace maintenance shop and offices at Greenmount Cemetery

*Mid term Parks and Cemetery Manager, Planning and Community Development Director*

- 11.1.6.1.5 Develop a long term capital maintenance schedule for ongoing replacement of items such as roofing, parking lot repaving, heating and air conditioning systems, etc.

*Mid term Parks and Cemetery Manager, Recreation Manager*

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#### 11.1.6.2 DEVELOP SPACE AND FACILITIES ACCORDING TO STANDARDS

- 11.1.6.2.1 Research the feasibility of adding a climbing facility at an indoor location, including a return on investment analysis to determine its projected financial performance and determination of resident interest

*Mid term Recreation Manager*

- 11.1.6.2.2 Develop best practices in energy efficiency of recreational buildings by conducting an audit of existing facilities and implementing energy efficiency improvements

*Mid term Parks and Cemetery Manager, Recreation Manager*

- 11.1.6.2.3 Develop standard design and specifications for amenities, such as fencing, water fountains, and trash receptacles to reduce design costs and develop consistency among parks

*Mid term Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist*

- 11.1.6.2.4 Research the opportunity of developing a year round ice rink facility

*Long term Parks and Recreation Director*

- 11.1.6.2.5 Develop additional amenities according to the standards by 2019 (2 picnic shelters, two 200 ft. baseball fields, three 300 ft. baseball fields, 3 adult softball fields, 2 youth softball fields, 4 regulation sized soccer fields, one youth soccer field, 6 multi-purpose fields, one outdoor basketball court, 3 tennis courts, one outdoor aquatics facility)

*On-going Parks and Recreation Director, Recreation Manager, Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager, Planning and Community Development Director*

## 11.2 IMPLEMENTATION GUIDELINES

In order to successfully deploy the Parks, Open Space, Trails and Recreation Master Plan, the following steps should occur:

- All employees should receive a copy of the plan or electronic access to the Plan.
- Regular reporting of the Plan's progress should be completed. Break the Plan into separate fiscal years and report one year at a time. At the beginning of each year, assign a staff member or a staff team to be responsible for regularly updating each initiative. Each initiative for the year should include a list of tactics that support the goal's completion. It is the project leader's responsibility to report on his/her goal, included in a monthly or quarterly report. A suggestion is to input each year's data on a spreadsheet that lists the Themes, Objectives and Initiatives, start date and completion date, and which staff person is responsible for the Initiative's completion.
- At the end of the year, each Initiative should have an annual update.
- Update major stakeholders on the Plan's implementation and results on an annual basis.
- Have staff meetings on a quarterly or semi-annual basis to review the Plan's progress and results.
- Report the Plan's progress to the Advisory Boards on a quarterly basis.
- The performance appraisal process should reflect the completion of the Master Plan goals as an evaluation criterion.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the

inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to the decision making.

- After completion of the first year of the Master Plan, targets should be initiated for the measurement system.
- There should be an annual just-in-time review of the next year's Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years' Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- It is good practice to have visual evidence of the progress being made in the strategic initiatives. Post a chart of each year's initiatives on office walls in administrative areas with a check-off column, designating completion.
- For good government transparency, the Plan should be posted on the Website and regular discussions at board meetings.
- After each year of the Plan, the staff and board should review the Plan process and re-tool any parts of the process that need improvement.
- Throughout the year, the staff should develop a "parking lot" for new ideas and priorities that are generated and need to be incorporated in successive years. This is simply an organized way of maintaining a list of future ideas.