

Fort Frederick State Park



Photo Courtesy of Maryland Park Service



Strategic Management Plan

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Date Prepared

Updates





Fort Frederick State Park



Strategic Management Plan

2017-2022

Overview

This document is the result of a statewide initiative by the Maryland Park Service to develop strategic management plans for its properties in order to establish a path toward a sustainable future. The purpose of each park's strategic management plan is to use a collaborative process to identify and evaluate the following essential elements of each park: 1) natural resources; 2) cultural and historic resources; 3) recreational resources; 4) human resources and; 5) infrastructure. Using this background data, a "Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis" is performed. The SWOT analysis facilitates the identification of big-picture goals and targeted objectives that are used to develop a work plan for the park.

This plan documents the process and is divided into five parts:

Part 1: Core Values

This section includes the Maryland Park Service mission and goals, brand promise and a summary of the features that make the park a significant component of Maryland's state park system.

Part 2: Park Resources

This section identifies and describes park-specific resources including natural resources, cultural and historic resources, recreational resources, human resources and infrastructure.

Part 3: Resource Assessment

This section documents a resource assessment using the SWOT Analysis process and identifies park-specific strengths, weaknesses, opportunities and threats.

Part 4: Big Picture Goals

Using the SWOT analysis, this section identifies "big-picture" goals that are focused on promoting strengths, overcoming weaknesses, maximizing opportunities and eliminating threats. The goals are directly connected to reinforcing the significance of the state park and the core values of the Maryland Park Service.

Part 5: Work Plan

This section serves as a road map that identifies specific actions and projects to effectively achieve the stated goals. It includes a timeline for completion, so that appropriate resources can be dedicated to accomplishment, and employees are empowered to move forward with tasks that support the park's goals and mission.

1 Core Values

Maryland Park Service Mission and Goals

The mission of the Maryland Park Service is to manage the natural, cultural, historical, and recreational resources to provide for wise stewardship and enjoyment by people.

The goals of the Maryland Park Service are as follows:

- To promote, cultivate and expand public knowledge, understanding, appreciation, and support for the resources and services managed by the Maryland Park Service.
- To operate the Maryland Park Service in a manner that generates the atmosphere of teamwork, shared information, cooperation and trust at all levels of employment.
- To manage the Maryland Park Service in a manner that ensures the maximum benefit from each dollar and hour of labor expended.
- To promote the management of natural and cultural resources to ensure the continuing benefits for present and future generations.
- To provide diverse recreational services with an emphasis upon public safety and the provision of neat, clean and well-maintained resources.

Maryland Park Service Brand Promise

The Maryland Park Service is dedicated to providing an outstanding experience to all park visitors and is committed to the following principles:

1. Providing a place where visitors can bring their children that nourishes their well-being in ways that only nature can provide.
2. Connecting visitors with each other and their surroundings, through the beauty and serenity of nature, in a safe and welcoming place that belongs to them.
3. Preserving and providing opportunities for visitors to discover important historical sites and relics that tell inspiring stories of people and events that give context and meaning to their lives today.
4. Creating an environment for relaxation with the reassuring presence of a friendly and dedicated Park Ranger who inspires and supports the desire to be a good steward of the Earth.
5. Imparting visitors with a sense of well-being and happy memories, so when they leave they are feeling stress-free and revitalized.



Photo Courtesy of Maryland Park Service

Significance Statement

The significance of Fort Frederick State Park is...

To preserve and interpret the story of Fort Frederick, a National Historic Landmark, which played a role in three wars that shaped America: the French and Indian War, the Revolutionary War and the Civil War.

To preserve and interpret the legacy of the Civilian Conservation Corps (CCC) with a specific focus on the history of Fort Frederick Camp and related CCC structures.

To preserve and interpret the role that African-American Nathan Williams played in the history of Fort Frederick and Washington County.

To provide water access and recreation opportunities that capitalize on the park's proximity to the Potomac River, Western Maryland Rail Trail and Chesapeake and Ohio (C&O) Canal.

2 **Park Resources**

PARK STATS (2016)

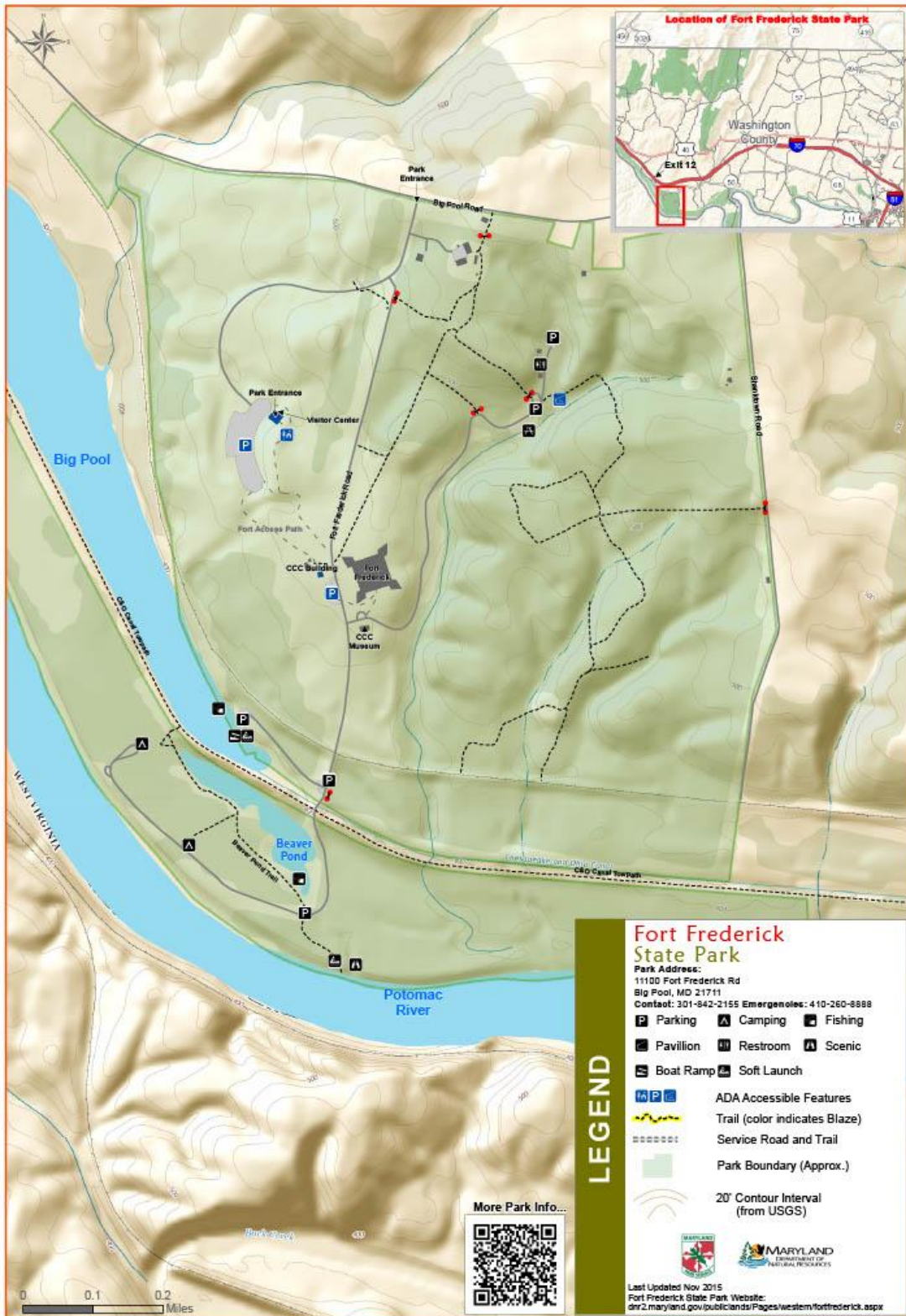
TOTAL PARK ACREAGE	585
ANNUAL VISITATION 2016	80,000
ANNUAL REVENUE (excluding concession revenue) FY2016	\$71,917
ANNUAL OPERATING BUDGET* (excluding classified employee payroll) FY2017	\$281,411
TOTAL CLASSIFIED EMPLOYEES** (including filled and vacant positions)	8
*OPERATING BUDGET SUPPORTED BY THE FOLLOWING STATE PARKS:	Western Maryland Rail Trail Woodmont Natural Resources Management Area Round Top Heritage Area / Fort Tonoloway
**EMPLOYEES SUPPORT THE FOLLOWING STATE PARKS:	Western Maryland Rail Trail Woodmont Natural Resources Management Area Round Top Heritage Area / Fort Tonoloway

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Park Resources

YEAR	SCHEDULED CAPITAL PROJECTS	AMOUNT
2018	Repoint Fort Frederick Stone Walls	\$1,150,000
YEAR	SCHEDULED CRITICAL MAINTENANCE	AMOUNT
2016	Picnic Area – Replace Headwalls, Pipes and Resurface	\$200,000
2016	Replace Shop Roofs	\$150,000
2017	Replace Roofs on Four CCC Area Buildings	\$48,000
2017	Replace Roofs on CCC Building Used as Museum	\$40,000
2018	Renovate CCC Pavilion	\$40,000
YEAR	FUTURE CRITICAL MAINTENANCE	AMOUNT
2021	Renovations of Concession Building	
2021	Renovate Barn, Carriage House and Blacksmith Shop	
2022	Renovations of Picnic Area Restrooms	
2023	Fort Walkway Repairs	
2025	Install Parking Lot Lighting	
2027	Construct Oil/Pesticide/Paint Storage Facility	
2027	Renovation of Historic African-American Schoolhouse	

AREA MAP



Fort Frederick State Park

Park Address:
11100 Fort Frederick Rd
Big Pool, MD 21711
Contact: 301-842-2155 Emergencies: 410-260-8888

- Parking Camping Fishing
- Pavilion Restroom Scenic
- Boat Ramp Soft Launch
- ADA Accessible Features
- Trail (color indicates Blaze)
- Service Road and Trail
- Park Boundary (Approx.)
- 20' Contour Interval (from USGS)

LEGEND

More Park Info...



MARYLAND
DEPARTMENT OF
NATURAL RESOURCES

Last Updated Nov. 2015
Fort Frederick State Park Website:
dnr2.maryland.gov/publiclands/Pages/western/fortfrederick.aspx

Natural Resources

KEY FEATURES

Ten acre Beaver Pond, which supports rare and native species of submerged aquatic vegetation. Also supports largemouth bass and sunfish.

Adjacent to the park is the non-tidal Potomac River, supporting populations of smallmouth bass, channel catfish, muskellunge and some walleye.

Diverse habitat and various ecosystems that support a wide array of wildlife.

Low level of light pollution, which supports an unusually dark night sky for star gazing.

DESCRIPTION

Within the 585 acres of Fort Frederick State Park are various ecosystems, including the 10 acre Beaver Pond and 1.3 miles of the Potomac River. The National Park Service's C&O Canal National Historic Park and Big Pool transect the park. These natural resources provide habitat for bald eagles, white-tailed deer, songbirds, geese and several species of ducks and fish. Beaver Pond is aptly named, as it was created when beavers built and still maintain, a dam on what was a wetland.

Fort Frederick State Park has a diverse forest, including a stand of poplar trees which were planted between 1925 and 1942. Several tree plantings have allowed for a unique living classroom for tree identification.

Unfortunately, the emerald ash borer (EAB) has caused a high mortality rate among the ash trees in the park, opening the forest canopy to invasive plants.

White-tailed deer population requires regular management to ensure conservation of biological resources.

Cultural/ Historical Resources

KEY FEATURES

Cultural/historical significance as the site of a stone French and Indian War-era fort that was named a National Historic Landmark in 1974.

Cultural/historical significance as the site of a Civilian Conservation Corps (CCC) camp.

Multiple CCC structures on-site, including pavilion, CCC camp office, blacksmith shop, barn and carriage house used during the restoration of the fort.

Opportunities to interpret African-American history highlighting the contributions of freed African-American Nathan Williams, who owned and farmed Fort Fredrick. Washington County's first African-American one-room schoolhouse.

Plantation Trail that features various stands of experimental trees. The trees were planted from 1925 to 1942 to demonstrate the adaptability of various forest plantings to the climate and topography of Western Maryland.

DESCRIPTION

Built in 1756, the fort was named in honor of Frederick Calvert, the sixth Lord Baltimore. The stone walls of the fort surround 1.5 acres. While no military encounters took place at the fort, it served as an important supply depot and base of operation for the English during the French and Indian War.

Fort Frederick is unique because of its strong stone wall, large size and roomy barracks. The fort also saw service during the American Revolutionary War as a prison for British soldiers. For the next 131 years, the fort and surrounding lands were farmed. During the Civil War, Union troops were often stationed near the fort to guard the C&O Canal. In 1922, the State of Maryland acquired the fort. During the Great Depression of the 1930s, a company of the Civilian Conservation Corps restored the fort and began development of the state park. In 1975, two soldiers' barracks were reconstructed inside the fort.

In 1860, Nathan Williams, a freed slave, purchased Fort Frederick and farmed the land. With the outbreak of the Civil War in 1861, the area around Fort Frederick became strategically significant. Union Soldiers patrolled the area to protect the C&O Canal and the railroad located just ¼ mile south of the fort.

Recreational Resources

KEY FEATURES

Ten-acre natural pond for fishing, canoeing and birdwatching.

Two miles of easy walking trails.

Camping opportunities for families and youth groups along the Potomac River with 29 family campsites and four youth group sites.

Access to the 186-mile C&O Canal for hiking, biking and horseback riding.

Access to the Big Pool boat ramp for boaters and fisherman utilizing the 88 acres of Big Pool Lake.

Access to the Potomac River for fishing and launching canoes and kayaks.

Guided walks and nature activities at the nature center.

A dark night sky for stargazers.

DESCRIPTION

The park offers diverse, year-round recreational opportunities beyond the walls of the 1756 stone fort. Visitors enjoy camping, hiking, biking, boating and fishing. Campers can enjoy stargazing, as the remote rural setting and low ambient light make the park a great location for bringing your telescope.

The Beaver Pond and Plantation Trail offer an easy walk to view wildlife and plants in the park. In addition, Beaver Pond, the Potomac River and Big Pool Lake provide recreational fishing for species such as smallmouth bass, channel catfish, muskellunge, sunfish, yellow perch and walleye.

While Fort Frederick State Park does not have an official swimming area, visitors often wade and walk along the shores of the Potomac River.

The Tristate Astronomers work with park staff to provide visitors with opportunities to learn about the stars and planets visible in the dark sky.

Human Resources

KEY RESOURCES

Eight full-time classified employees.
 Fifteen - 20 seasonal/contractual employees.
 One affiliated foundation/volunteer organization (Friends of Fort Frederick).

DESCRIPTION

There are eight full-time classified employees assigned to Fort Frederick State Park, including one park manager, one park services supervisor (assistant park manager), two park services associates (park rangers), one park maintenance program supervisor, two park technicians and one administrative specialist. In addition to Fort Frederick State Park, these employees are also assigned to the Western Maryland Rail Trail, Woodmont Natural Resources Management Area, Fort Tonoloway State Park and Round Top Heritage Area

Fort Frederick's seasonal labor force varies based on budget appropriations, but typically includes five visitor service attendants who rotate shifts between the Visitor Center and the Park Store, three full-time and two part-time park rangers, one park naturalist, five maintenance technicians and four historical interpreters. In addition to Fort Frederick State Park, these employees are also assigned to the Western Maryland Rail Trail, Woodmont Natural Resources Management Area, Fort Tonoloway State Park and Round Top Heritage Area.

The Friends of Fort Frederick organization has 10 active volunteers who provide financial and staff support to Fort Frederick. The group has 150 members,

Infrastructure

KEY FEATURES

1756 stone fort from the French and Indian War, one of only two National Historic Landmarks owned and managed by the Maryland Park Service.

Two barracks buildings inside the fort.

Historic pavilion built by the Civilian Conservation Corps (CCC).

CCC-era building used as a museum and meeting room.

CCC-era campus of three buildings – blacksmith shop, barn and carriage house

Park store.

Visitor Center used for staff offices, training and park displays.

Separate men's and women's comfort station built by the CCC.

Maintenance complex with a four-bay non-heated shop used for storage, three-bay heated shop used for repairs and welding, a pole building and three sheds used for storage.

Historic one-room schoolhouse.

Operational house.

Water and sewage treatment plant operated by Maryland Environmental Service.

Black powder lab/magazine.

DESCRIPTION

In the 1930s, the Civilian Conservation Corps (CCC) constructed buildings at Fort Frederick to support the reconstruction of the 1756 stone fort. The CCC built an office (now used as a museum), a blacksmith shop, barn and carriage house. In addition, they built a manager's residence that is now used as a park store. The original store built by the CCC burned down in the late 1980s and was rebuilt to look like the original structure. Other structures built include a picnic pavilion and separate men's and women's comfort station located in the picnic area.

The Visitor Center was built in 1982. It is currently used for staff offices, park displays and a conference for training and meetings.

The shop complex consists of a heated shop built in 1971, a non-heated storage shop built in 1983 and a pole building built in the mid-1980s. Located behind the shop is a secured fenced area where the black powder magazine and lab is located. This area is used to properly store and make cartridges used in the fort during programming and special events.

3 Resource Assessment

SWOT ANALYSIS

Strengths

Diverse forest types planted by the Civilian Conservation Corps (CCC) are unique and offer a living classroom for tree identification.

Capable staff who are diligent in their monitoring of forest health issues and tree safety concerns.

Strong staff commitment to afforestation efforts associated with the Forestry Brigade and Natural Filters plantings.

Fishing opportunities associated with the park's proximity to the non-tidal Potomac River, which supports populations of smallmouth bass, channel catfish, muskellunge and walleye.

Weaknesses

Emerald ash borer-induced mortality of ash trees has fragmented the forest canopy, encouraging further spread of exotic invasive plants.

CCC-era plantings are even-aged and may begin to decline at the same time.

Invasive understory plants, such as Japanese stiltgrass, hamper natural regeneration of understory plantings

Natural Resources

Opportunities

Partnering with colleges and the Maryland Native Plant Society could help survey the animals and plants in the park.

Creating partnerships with the Forest Service, other parks and the Maryland Conservation Corps could facilitate eradicating and controlling noxious understory plants.

Updating the park's Forest Management Plan to maintain or increase tree vigor.

Utilize Gift of Tree funding other grant funding, to reinforce existing tree plantations.

Fish resources within and adjacent to Fort Frederick State Park are popular with anglers. There are opportunities to expand and improve access to these resources for fishermen.

Working with the National Park Service to redesign boat ramp and parking lot at the Big Pool Lake to limit erosion.

Creating a database of birds that are seen at the park, whether commonly or rarely.

Converting some mowed field areas to pollinator habitat.

Threats

Insects and disease have caused and continue to cause, a high mortality rate for ash trees.

Invasive plants are spreading throughout the park.

New forest pests are being found in the park.

Gypsy moth populations appear to be growing to defoliating levels in neighboring states and may spread to Maryland.

Invasive fish species, such as flathead catfish, could pose a threat to the established fish resources within and adjacent to the park through natural expansion during flood events and through illegal transport by fishermen.

Dead and dying trees are a safety and fire hazard.

Plantation forest areas need attention to remain healthy.

SWOT ANALYSIS

Strengths

The fort is a National Historic Landmark
 The park is rich in historic features, including structures built by Civilian Conservation Corps (CCC).
 The park was the site of a CCC camp from 1933-1937.
 The park has a significant collection of CCC-era photos and artifacts.
 The park has a significant collection of slides and photos from 1960 to the present.
 The park has a significant collection of rare and out-of-print history-related books.
 The park has two park rangers and a former park manager volunteer who have a vast amount of knowledge about the history of the park.
 The park has enthusiastic and well-trained seasonal staff and volunteers who provide extensive living history and historical special events throughout the year.
 The park has strong support from volunteers and funding from the Friends of Fort Frederick

Weaknesses

The park lacks resources to offer full service and programming throughout the year.
 The last comprehensive survey of the park was completed in 1979.
 Historic displays throughout the park are outdated.
 Historic buildings and infrastructure are expensive to properly maintain, restore and repair.
 There is no full-time historian.
 The park's visitation would benefit from enhanced marketing and advertising.
 Park needs a stronger identity as a park, with both historical and natural resources.
 Staff would benefit from training in maintenance of historic structures.
 Most maintenance and repair efforts must be handled by park staff, who may not have the skills and expertise necessary to work on historic structures.

Cultural/ Historical Resources

Opportunities

The park could partner with the Committee for Maryland Conservation History (CMCH) to create a database of historic artifacts.
 Utilizing the department's internship program could facilitate research, artifact cataloging and the development of interpretive programs /materials.
 The Doleman Black Heritage Museum could help to restore the Williams Family one-room schoolhouse.
 A park-specific interpretive plan could be developed to establish priorities and goals for educational efforts.
 A living history approach could be used to improve cultural/ historical programs.
 A partnership could be developed with local schools to help promote their educational curriculum.
 More volunteers could be recruited from the local community to create a sense of stewardship that will promote and protect Fort Frederick.
 Technology could be used to create an interactive experience for those who cannot access the historic buildings.
 Coordination with Washington County tourism could be increased to promote group tours.

Threats

Additional restoration funding will be necessary to properly maintain historic structures.
 General threats include risk of fire, severe weather, improper maintenance and visitor impacts (graffiti, theft, destruction of property, normal wear, etc.).
 Delays in critical maintenance/capital funding make it difficult to maintain and restore historic structures (e.g. fort walls, barracks, visitor center).
 Historic documents/artifacts could be lost or damaged if not properly organized, documented, stored or displayed.
 First-person knowledge of CCC-era history needs to be documented /transferred to younger park staff.
 The schoolhouse needs basic repairs and stabilization, so that it does not deteriorate due to lack of use and inability to restore it.
 The aging members of the Friends of Fort Frederick have reduced the amount of funding and number of volunteers available to support the park. Loss of funding from this group would severely limit the ability to provide first-rate historical interpretation. This group purchases all of the annual supplies, uniforms and food needed to provide programming (approximately \$16,000 annually).

SWOT ANALYSIS

Strengths

Fort Frederick State Park is a year-round destination for many forms of classic and passive recreation. Park has diverse recreational opportunities for visitors including historical interpretation (1756 fort and CCC), Potomac River-oriented camping, fishing, boating, picnicking, hiking and a nature center. The Beaver Pond, Potomac River and Big Pool Lake provide shoreline recreational fishing opportunities for a species such as largemouth bass, bluegill and walleye. Captain Wort’s Sutlery offers a nice selection of books, souvenirs and convenience items. Low service charge offers families a low cost recreational opportunity. Vehicle-accessible riverside camping is uncommon on Maryland side of the Potomac River.

Weaknesses

The public is unaware that the park offers year-round recreational opportunities. The campground lacks any type of hook-ups, which are increasingly in high demand. The campground (30 sites) is currently not on the reservation system. The Beaver Pond has a lot of debris from fallen trees and an old bridge that make it difficult to navigate by boat. The park does not have a boat ramp for boaters to access the Potomac River. Playground equipment is aging and repair-intensive. Opportunities to expand recreational amenities are limited due to size and physical capacity of the park. There is no connection to the Western Maryland Rail Trail (located one mile from the park) due to private and CSX railroad property between the two parks. The picnic area has light visitation due to its secluded location, poor parking and old bathroom facilities

Recreational Resources

Opportunities

The recently completed comfort station offers opportunities to accommodate larger groups. Americans with Disabilities Act access grant could be sought to replace aging features with new accessible features (playgrounds, fishing piers, boats with adaptive seating, etc.). National Recreational Trail grants could be used to create a Fort Frederick trail system that connects all the historical and recreational features of the park. Marketing and the use of social media could be enhanced to advertise park activities. Construction of a new discovery center could offer enhanced, year-round environmental education opportunities. Connecting the Western Maryland Rail Tail to Fort Frederick would benefit both facilities. Working with community groups such as the Tri-State Astronomers could enhance and diversify the park’s programming opportunities.

Threats

Camping visitation is on the decline. The infrastructure is in need of repairs. Failure to make repairs or to build new structures will impact the ability to provide environmental and historical education. There is a growing list of maintenance projects.

3 Resource Assessment

SWOT ANALYSIS

Strengths

Knowledgeable Park Maintenance Program Supervisor and Park Technicians who use their experience as farmers to make repairs to aging equipment.
 Knowledgeable Rangers who use their abilities to create world-class programming and recreational opportunities for visitors.
 Having Emergency Medical Responder, chainsaw and historic weapons instructors on staff allows for in-house training when convenient.
 Park staff functions well as a team.
 Park staff works together on schedules, so all employees can enjoy important family time.

Weaknesses

There are significant demands on current staff to maintain Fort Frederick, 23 miles of the Western Maryland Rail Trail, Woodmont Natural Resources Management Area and Fort Tonoloway State Park.
 Office equipment (computers and phone system) is outdated and problematic for staff.
 Office space lacks storage space.

Human Resources

Opportunities

Develop employee handbooks for various areas of responsibility to ensure smooth transition when turnover occurs.
 Support employee satisfaction, well-being and recognition.

Threats

Additional skilled and professional seasonal staff is needed for longer periods of employment.

3 Resource Assessment

SWOT ANALYSIS

Strengths

A new comfort station (with outdoor showers) was recently completed.
 Talented and knowledgeable full-time and seasonal staff that can make in-house repairs.
 Unused historic building has been repurposed as a nature center.
 The park is one of only two Maryland State Parks (Casselman River Bridge the other) to have National Historic Landmark status.
 The park's location is ideal for viewing the night sky; appropriate action should be taken to keep lighting levels low.

Weaknesses

Aging (1930s-era) infrastructure requires constant maintenance and upkeep.
 The restrooms in the picnic area are small and are not Americans with Disabilities Act compliant. The restrooms small size would make renovation for accommodations difficult.
 Many existing roads, campsites and facilities are too small to accommodate large RVs.
 There is a lack of adequate parking for the boat ramp and access to the C&O Canal.
 Many facilities and structures require critical maintenance, but the park lacks the funding and staff to make those repairs.
 The park facilities and roads could be better situated and connected.

Infrastructure

Opportunities

Americans with Disabilities Act access grant funding could be sought to help modernize existing buildings and features.
 Justification could be developed to help spur capital funding for a new Visitor Center.
 Park Service branding standards could be more consistently applied to signs and buildings throughout the park.
 Landscaping around the CCC-era buildings could be significantly improved.
 Energy efficiency could be improved by switching to LED lighting as incandescent/CFL bulbs burn out.
 The roads could be rerouted so there is a new road to the picnic area and to the campground. This would eliminate roads near the fort and reduce vehicle traffic in the center of the historic area.
 The Williams family one-room schoolhouse could be restored and used as an educational facility for African-American history.
 Justification could be developed to construct a shower facility and dump station for campers.

Threats

The restrooms in the picnic area were built in the 1930s, are small and are not Americans with Disabilities Act compliant. The plumbing system is from the 1930s and requires constant maintenance.
 Many structures have trees growing within 15 feet, which could lead to root infiltration, mold/mildew, damage from falling branches, etc.
 Need for substantial investment in critical maintenance funding to support historic buildings.
 Frequent breakdowns of aging equipment, vehicles and tools make it more difficult to maintain a clean and safe facility.

Big-Picture Goals

NATURAL RESOURCE GOALS

- 1 Develop and implement a prioritized plan of action for control of non-native invasive plant species and promotion of environmentally beneficial native trees, shrubs and plants.
- 2 Conduct a survey and create a database of the animals and plants in the park.
- 3 Develop and implement a plan of action to improve or maintain pollinator habitat and increase efforts to educate visitors on the importance of pollinators.

CULTURAL/ HISTORICAL RESOURCE GOALS

- 4 Perform a historic survey to identify strategies to restore the Williams family one-room schoolhouse.
- 5 Take action to catalog, preserve and protect all historic documents, photos and artifacts.
- 6 Develop an interpretive plan that includes the Western Maryland Rail Trail and Fort Tonoloway.

RECREATIONAL RESOURCE GOALS

- 7 Increase efforts to provide Americans with Disabilities Act-accessible recreation opportunities such as an accessible pier at Beaver Pond.
- 8 Improve, enhance and expand the trail network by connecting the Western Maryland Rail Trail to Fort Frederick.

HUMAN RESOURCE GOALS

- 9 Explore ways to develop and strengthen historic knowledge, enhanced interpretive exhibits and programming using existing staff, contractual positions and partnerships with other agencies.
- 10 Develop operational and maintenance plans for all areas of responsibility and purchase new office and storage equipment.

INFRASTRUCTURE GOALS

- 11 Develop and implement a plan of action to decrease light pollution and preserve the dark night sky.
- 12 Replace aging equipment and develop best practices for maintenance planning and scheduling including costs to upkeep the facilities.
- 13 Renovate Civilian Conservation Corps building and install interpretive exhibits.

5 **Work Plan**

GOAL #1 **Develop and implement a prioritized plan of action for control of non-native invasive plant species and promotion of environmentally beneficial native trees, shrubs and plants.**

PROJECTS AND ACTIONS	TIMELINE
Identify expert resources available for training and assistance (Wildlife and Heritage Service, Maryland Native Plant Society, Statewide Eyes, etc.).	2017
Utilize available resources to perform a comprehensive inventory of non-native invasive species within the park.	2017
Define priorities and develop a plan of action for eradication, control and prevention of non-native invasive species.	2017
Submit the plan of action for internal review.	2018
Once approved, utilize available resources to implement the plan (Maryland Conservation Corps, volunteers, interns, etc.).	2017-20
Assess progress and update the plan of action at annual intervals.	2017-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #2 **Conduct a survey and create a database of the animals and plants in the park.**

PROJECTS AND ACTIONS	TIMELINE
Identify expert resources available for training and assistance (Wildlife and Heritage Service, Maryland Native Plant Society, Statewide Eyes, etc.).	2016-17
Make a list of known animals and plants in the park.	2016-17
Contact local universities and colleges to recruit interns to help.	2017
Develop plan of action to properly conduct survey and gather data.	2017
Conduct survey and collect data.	2018-20
Create a shareable database that can be used to best manage the park's natural resources.	2019-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #3 **Develop and implement a plan of action to improve or maintain pollinator habitat and increase efforts to educate visitors on the importance of pollinators.**

PROJECTS AND ACTIONS	TIMELINE
Inventory park areas that are routinely mowed and assess possibility of conversion to meadows.	2017
Work with Wildlife and Heritage Service to produce a list of important pollinators for the geographical region.	2017
Assess presence/absence of important pollinators within the park and focus planting on host/nectar-producing plants.	2018
Create a display for the nature center which highlights the importance of native pollinators and provides a map of areas being converted.	2018-19
Establish a maintenance protocol for pollinator/meadow areas to ensure long-term viability and improve aesthetics.	2018

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #5 **Take action to catalog, preserve and protect all historic documents, photos and artifacts.**

PROJECTS AND ACTIONS	TIMELINE
Identify resources available for assistance (Committee for Maryland Conservation History, other parks, State Archives, etc.).	2017
Arrange for visits to the Maryland State Archives to review 18 th century documents that have not been scanned.	2017
Utilize available resources to create a catalog or database of all existing historic documents, photos and artifacts on-site.	2017
Scan all historic documents and photos and share electronic copies with Committee for Maryland Conservation History.	2017-18
Utilize available resources to help determine appropriate actions for long-term storage or display of all original items.	2017-18
After creating a database and ensuring all items are properly stored or displayed, implement an annual inventory process.	2018-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #6 **Develop an interpretive plan that includes the Western Maryland Rail Trail and Fort Tonoloway.**

PROJECTS AND ACTIONS	TIMELINE
Research existing interpretive plans that might be similar to one appropriate for the Western Maryland Rail Trail and Fort Tonoloway.	2017
Meet with the Park Service chief of interpretation and planning staff to develop a conceptual interpretive plan.	2018
Identify potential funding sources and/or grants to develop and implement the plan.	2018
Implement the interpretive plan and related programming.	2019–20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #7 **Increase efforts to provide Americans with Disabilities Act-accessible recreation opportunities such as an accessible pier at Beaver Pond.**

PROJECTS AND ACTIONS	TIMELINE
Prepare a proposal for new construction of an Americans with Disabilities Access accessible pier at the Beaver Pond.	2017
Apply for grants to fund the accessible pier after internal review approval.	2018
Prepare a proposal to provide fully Americans with Disabilities Act-compliant access to historic buildings, either physical access or by interactive videos, while maintaining the historic integrity of the structures.	2018
Work with local colleges to hire an intern to create interactive videos for online viewing.	2018
Work with the Department’s Office of Fair Practices to identify other priorities for providing access for those with disabilities.	2018
Research potential funding sources for those priorities identified.	2018-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #8 **Improve, enhance and expand the trail network, including the development of a plan to connect the Western Maryland Rail Trail to Fort Frederick. .**

PROJECTS AND ACTIONS	TIMELINE
Plan and implement a trail system connecting all the historic and recreation resources.	2017
Apply for a National Recreation Trails grant to hire two trail technicians to work on trails.	2017
Work with Trail Manager to develop a long-term plan for a trail system.	2018
Hire two seasonal or long-term contractual trail technicians to implement the plan.	2017-18
Complete trail work.	2018
Complete interpretive signage and new trail maps.	2018-19

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #9 **Explore ways to develop and strengthen historic knowledge, enhanced interpretive exhibits and programming using existing staff, contractual positions and partnerships with other agencies.**

PROJECTS AND ACTIONS	TIMELINE
Submit a request for two long-term contractual positions with knowledge and experience about historic interpretation and programs.	2017
Identify and explore opportunities for partnerships with other state and local agencies that focus on the preservation of historic resources and related interpretation and programming	2017

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #10 **Develop operational and maintenance plans for all areas of responsibility for better use of staff and resources.**

PROJECTS AND ACTIONS	TIMELINE
Have each staff member provide a list of their responsibilities.	2017
Develop a yearly work plan categorized by month.	2017
Develop an operational plan for all special events. Plans are to include roles of Rangers, maintenance staff and volunteers.	2017-18
Develop plans for performing maintenance tasks such as winterizing/dewinterizing, mowing, cleaning campground, etc.	2017-18
Develop an administrative handbook to serve as a guide for overseeing the office and administrative operations.	2017
Develop a duty ranger handbook to serve as a guide for daily operations and Duty Ranger responsibilities.	2017
Review plans on an annual basis and update as needed.	2017-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #11 **Develop and implement a plan of action to decrease light pollution and preserve the dark night sky.**

PROJECTS AND ACTIONS	TIMELINE
Review the International Dark Sky Association Dark Sky Park Program Guidelines.	2017
Inspect the park and decide what needs to be accomplished to meet the above standards.	2017
Make needed changes and upgrades to park.	2018
Determine if formal certification is warranted and desirable and if so, arrange for inspection to obtain certification.	2019
Market and advertise Dark Sky Park Program goals and objectives (and if applicable official certification) and integrate into park programming.	2018

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #12 **Replace aging equipment and develop best practices for maintenance planning and scheduling, including costs to upkeep the facilities.**

PROJECTS AND ACTIONS	TIMELINE
Create a list identifying each building and critical tasks needed to maintain each properly.	2017
Identify aging equipment that needs to be replaced and obtain cost estimates.	2017
Review annual inspections, work plans and other records to see when certain maintenance functions were completed.	2017
Consult with other state, county and federal parks to determine best practices.	2017
Create a maintenance schedule with estimated costs.	2017-2018
Request increased funding to perform scheduled maintenance.	2018
Adjust and update maintenance schedule.	2019-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #13 **Renovate and retrofit Civilian Conservation Corps building to become exhibit space.**

PROJECTS AND ACTIONS	TIMELINE
Work with the headquarters planning team and Engineering and Construction staff to develop a project concept plan and cost estimate.	2017
Determine optimal method to accomplish project (in-house effort, Capital Improvements Program, etc.)	2017
Identify and implement next steps leading to project implementation.	2018

COMMENTS/PROGRESS REPORT

