

New Germany State Park



Photo Courtesy of Maryland Park Service



Strategic Management Plan

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Updates





New Germany State Park



Strategic Management Plan

2017

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 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.

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.

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Photo Courtesy of Maryland Park Service

Significance Statement

The significance of New Germany State Park is...

To interpret and preserve the legacy of the Civilian Conservation Corps with a specific focus on New Germany Camp S-52, Company 326, including historic Civilian Conservation Corps structures, buildings and cabins.

To foster an appreciation of Appalachian culture and rural heritage by offering programs, activities, products and services unique to the region.

To preserve important natural resources, including nine rare, threatened and endangered species and a native brook trout stream.

2 **Park Resources**

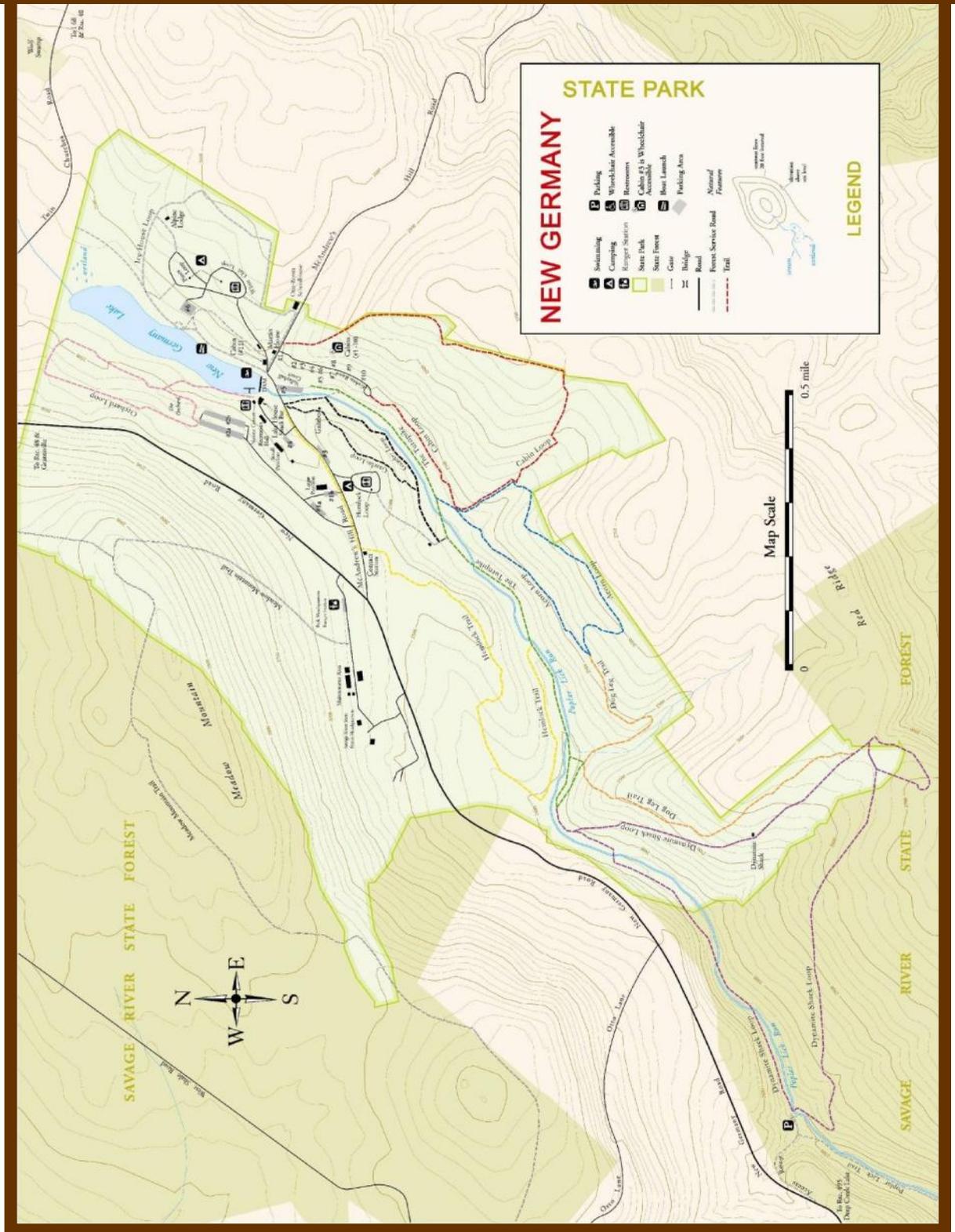
PARK STATS

TOTAL PARK ACREAGE	678
2016 ANNUAL VISITATION	31,839
FY 2016 REVENUE (excluding concession revenue)	\$271,534
FY 2017 OPERATING BUDGET* (excluding classified employee payroll)	\$356,469
TOTAL CLASSIFIED EMPLOYEES** (including filled and vacant PINs)	9
*OPERATING BUDGET SUPPORTS THE FOLLOWING STATE PARKS:	New Germany, Big Run, Casselman River Bridge
**EMPLOYEES SUPPORT THE FOLLOWING STATE PARKS:	New Germany, Dan’s Mountain, Big Run, Casselman River Bridge

YEAR	SCHEDULED CAPITAL PROJECTS	AMOUNT
2019	Renovations to Historic Pavilions and Recreation Hall	\$3,567,000
2020	New Germany Hemlock Loop Bathhouse (design)	\$150,000
2021	New Germany Hemlock Loop Bathhouse (construction)	\$800,000

YEAR	SCHEDULED CRITICAL MAINTENANCE	AMOUNT
2017	Trail Bridge Repairs	\$100,000
2017	Nature Center Exterior Renovations	\$27,000
2018	Lake House Renovation and HVAC Replacement	\$90,000
2019	Exterior Cabin Lighting	\$100,000
2019	Barn Roof Replacement	\$20,000
2021	Schoolhouse Renovations	\$99,000
2024	Campground Electricity	\$279,000
2024	Campground Improvements	\$90,000

AREA MAP



Natural Resources

KEY FEATURES

Thirteen acre New Germany Lake.

Poplar Lick (brook trout stream).

Approximately 575 acres of mixed forest (mature eastern hemlock and plantations of 60 to 80 year-old spruce, pine and fir).

Nine rare, threatened and endangered species (one freshwater mussel, one butterfly, one dragonfly, three birds and three mammals).

DESCRIPTION

New Germany State Park is comprised of various ecosystems, including a man-made lake, a natural swamp, a brook trout stream, stands of mature eastern hemlock and plantations of 60 to 80-year old spruce, pine and fir. This diverse habitat supports a wide array of wildlife, including black bear, bobcat, coyote and white-tailed deer. New Germany Lake supports a healthy and predominantly native community of submerged aquatic vegetation, including some state rare species. The lake also supports resident fish species, including largemouth bass, bluegill and pumpkinseed. Poplar Lick supports a naturally reproducing native brook trout population and provides excellent habitat for aquatic insects.

Cultural/ Historical Resources

KEY FEATURES

Site of a 19th century farming community.

Site of a Civilian Conservation Corps camp in existence from 1933 to 1942.

Seventeen Corps structures including cabins, pavilions, recreation hall available for rent.

Historic 1800s one-room schoolhouse on-site, in operation during Corps era.

Historic residence on-site, occupied by State Forest Superintendent during Corps era.

DESCRIPTION

New Germany State Park is located at the heart of a 19th century farming community. Early settlers called the area “New Germany” because it reminded them of their German homeland. The small rural community was centered around a grist mill, powered by water from the dam. The grist mill and dam were originally built by the Swauger family in the mid-1800s. At that time, the surrounding forest was cleared of timber and heavily used for farmland. Children attended school at a one-room schoolhouse, and there was also a doctor’s office and a “jot ‘em down” store within the community.

During the Great Depression era, many of the farms were sold to the federal government. In 1933, the government established a Civilian Conservation Corps (CCC) camp on the acquired land. CCC Camp S-52 remained in operation at New Germany from 1933 to 1942. During that period, the CCC developed the land as a recreation area, which later became known as New Germany State Park. Their work included restoring the dam and building the cabins, campsites, trails and other facilities. After the CCC program came to an end, forestry professionals continued to improve the area by replanting hundreds of trees and restoring the depleted farmlands to a healthy forest ecosystem.

Recreational Resources

KEY FEATURES

Thirteen acre man-made lake for swimming, fishing and paddling.

Ten miles of trails for hiking, mountain biking, cross-country skiing and snowshoeing.

Overnight accommodations, including 12 full-service rental cabins and 49 campsites.

Equipment rentals, including kayaks, canoes, paddleboards, cross-country skis and snowshoes.

A nature center, dedicated to native plant and animal displays

DESCRIPTION

New Germany State Park is a year-round destination for many forms of classic and passive recreation. The lake provides recreational fishing opportunities for stocked rainbow trout and resident fish species, such as largemouth bass, bluegill and pumpkinseed. During the summer months, swimming is permitted within a designated swimming area, and boats are available for rent at the Lake House. A boat launch is also available for non-gas-powered watercraft. The trail system is well-defined and offers diverse recreational experiences, including hiking, mountain biking, geo-caching, cross-country skiing and snowshoeing. During the winter months, cross-country skis and snowshoes are available for rent at the Lake House, and the trails are groomed and tracked for skiing. In addition to equipment rentals, the Lake House also features a snack bar and a small gift shop, open seasonally. New Germany's historic cabins are available for rent year-round, and the campground is open from April through November.

Human Resources

KEY RESOURCES

Nine full-time/classified employees.

Fifteen to 20 seasonal/contractual employees.

One affiliated foundation/volunteer organization (Friends of New Germany).

DESCRIPTION

There are nine full-time classified employees assigned to New Germany State Park, including one park manager, one park services supervisor (assistant park manager), three park services associates (park rangers), one park maintenance program supervisor, two park technicians and one administrative specialist. In addition to New Germany, these employees are also assigned to Dan's Mountain State Park, Big Run State Park and Casselman River Bridge State Park.

New Germany's seasonal labor force varies based on budget appropriations, but typically includes one visitor services attendant, one park ranger, one park naturalist, one contact station attendant, three to four lifeguards, three to four maintenance workers, two to three cabin cleaners and three to four concession attendants. Some of these employees also assist with maintenance and operations at Dan's Mountain, Big Run and Casselman River Bridge state parks.

Infrastructure

KEY FEATURES

- Eleven historic cabins and one modern full-service cabin, available for public rentals year-round.
- Two historic pavilions, and one historic recreation hall, available for public rentals seasonally.
- A maintenance complex, comprised of four maintenance buildings.
- One garage, used as a storage building.
- One multipurpose building (Lake House), with showers, restrooms, concession facilities and meeting space.
- Two campground bathhouses and one day-use restroom.
- One ranger station.
- One contact station.
- One nature center.
- One historic one-room schoolhouse.
- One operational house.
- One historic residence (Martin House), available for visiting staff accommodations.

DESCRIPTION

Much of New Germany State Park's infrastructure was built by the Civilian Conservation Corps (CCC) in the 1930s, including 11 cabins, the recreation hall, one garage, two pavilions and a small gazebo. The Martin House and Schoolhouse are also CCC-era structures. A sewage disposal plant was built in 1938. Additional infrastructure was added in the 1960s, including the Lake House, nature center, two restroom buildings and parking lots. The maintenance complex and ranger station were constructed in 1978. The main water and sewer lines servicing the cabins were replaced in 1993.

Although the dam was originally constructed in the mid-1800s, it was completely rebuilt by the CCC in the 1930s, and was improved again in 2007 and 2009.

Between 2013 and 2016, all cabin interiors were renovated and updated to meet current fire safety codes. Secondary water lines and electric lines servicing the cabins were replaced during that period as well. The park also acquired one additional cabin during that period, which was constructed in 2000.

The design for extensive renovations to the Recreation Hall is underway, and construction is scheduled for 2019.

SWOT ANALYSIS

Strengths

New Germany is comprised of various ecosystems (lake, swamp, trout stream, mature forest, etc.). Diverse habitat supports a wide array of wildlife, including rare, threatened, and endangered species. Lake is currently healthy with a predominantly native Submerged Aquatic Vegetation community, including some state rare species. Poplar Lick supports naturally reproducing native brook trout population and provides excellent habitat for aquatic insects. Park is mostly forested, providing water quality protection for New Germany Lake and Poplar Lick. Approximately 20,000 hemlock trees were treated for Hemlock Woolly Adelgid (HWA) within the last five years. The Mountain Maryland Native Plant Festival is a nice signature event. The native plant garden highlights the importance of native species and serves as a “living key” for plant ID.

Weaknesses

Warm water can overflow from the lake during summer months, causing thermal pollution into Poplar Lick. Eastern hemlock population is weakened by HWA, leaving stands more susceptible to weather/other threats. Hundreds of trees (mostly hemlock) were lost during Hurricane Sandy in 2012. Invasive plants (bush honeysuckle, garlic mustard, etc.) harm native species and provide no benefit to wildlife. Landscaped areas featuring exotic plants serve as a detrimental seed source and should be replaced with native species. Impervious parking areas enable stormwater runoff to enter Poplar Lick. Poor drainage results in beach erosion/lake sediment. Up-to-date species lists and documentation on potential rare, threatened, or endangered species is needed. A comprehensive forest health assessment would facilitate better forest management.

Natural Resources

Opportunities

Bottom release of lake during critical summer period could help avoid thermal pollution in Poplar Lick. Rain gardens or “Grow Not Mow” areas could be expanded to collect and treat runoff before it enters Poplar Lick, and may also improve pollinator habitat. Funding could be sought to replace concrete sidewalks with pervious surfaces to reduce runoff. Continue treatment plan for protecting hemlocks from HWA. Native Plant Society may be willing to help develop/implement invasive species management plan. A “bioblitz” could be used to help develop more up-to-date species lists. Additional land acquisitions could be proposed to expand park boundaries and protect the watershed. Exotic plants could be replaced with native plants in landscaped areas. A conservation plan could be developed with the Wildlife and Heritage Service to monitor and preserve rare species.

Threats

Didymo (invasive algae) could spread from the lower Savage River into tributary streams (Poplar Lick). Hydrilla and other invasive SAV species could spread from neighboring lakes into New Germany Lake. Lack of on-site bait sales could lead to the spread of invasive species from bait containers (crayfish, non-native SAV). HWA is a significant threat to hemlock stands. Loss of hemlocks could lead to warmer temperatures in Poplar Lick, which would be detrimental to brook trout. Aging spruce plantations may be vulnerable to insects and disease.

SWOT ANALYSIS

Strengths

The park is rich in historic features, including 17 structures built by Civilian Conservation Corps (CCC). The park was the site of a CCC camp from 1933-1938. Eleven cabins built by the CCC were renovated recently, thus preserving their historic value. Large historical photos are prominently displayed inside the Lake House (high-traffic area). The park has a significant collection of CCC-era photographs and items related to the schoolhouse. “Old Time Jams” are nice signature events with ties to Appalachian heritage. The park receives strong support from local media, resulting in good publicity of interpretive programs. The park has a series of informative interpretive panels in key locations throughout the park. Some local families have maintained strong ties to the park for generations. For example, the Swauger family built the dam in the 1850s and still has family reunions in the park, and three generations of the Martin family have worked at the park.

Weaknesses

A comprehensive historic survey of the park has not been completed since 1979. The park needs a cultural resources landscape plan or a park-specific interpretive plan. There is a lack of quality interpretive displays and programs dedicated to park history. Historic documents, photos, and artifacts need to be organized, cataloged, stored or displayed. Renovations are needed for important historic structures (e.g. Recreation Hall, pavilions). The historic one-room schoolhouse has been significantly altered from its original construction/appearance. Few photos exist of the schoolhouse in operation.

Cultural/ Historical Resources

Opportunities

The park could partner with the Committee for Maryland Conservation History to create a database of historic artifacts. Interns could be recruited to help develop historical displays or interpretive programs/materials. The use of historical photos could be expanded within the cabins, Lake House and other facilities. A “Civilian Conservation Corps trunk” could be developed to aid interpretation/education efforts. The website could be better utilized to expand/enhance historical interpretation efforts. Funding could be sought to restore the schoolhouse to its original design/appearance. The schoolhouse could be developed as an historic interpretive center. A park-specific interpretive plan could be developed to establish priorities and goals for educational efforts. The series of interpretive panels could be expanded to include other historic features, and a handout could be created as a walking tour guide. A living history approach could be used to improve cultural/historical programs.

Threats

General threats include risk of fire, severe weather, improper maintenance, and visitor impacts (graffiti, theft, destruction of property, normal wear, etc.). Critical maintenance and capital funding is needed to preserve historic structures (e.g. historic Recreation Hall, pavilions). Historic documents/artifacts need to be properly organized, documented, stored, or displayed. First-person knowledge of CCC-era history will need to be recorded/passed on to younger staff. Need to repurpose and use historic schoolhouse in order to prevent deterioration.

SWOT ANALYSIS

Strengths

New Germany is a year-round destination for many forms of classic and passive recreation. The lake provides recreational fishing opportunities for stocked rainbow trout and resident fish species, such as largemouth bass, bluegill and pumpkinseed. Hunting, fishing and Off Road Vehicle licenses can be purchased on site (convenient for visitors). The park is one of only three Maryland State Parks to offer full-service rental cabins. The park is one of very few destinations for cross-country skiing in Maryland. The park offers quality rental equipment (boats, skis, snowshoes) and the gift shop offers a nice selection of souvenirs and convenience items. The trail system is well-defined and offers diverse recreational experiences. The campground is heavily wooded with good privacy. The Garrett County Adventure Guide is an excellent marketing tool for the park's recreational opportunities. The Katie's 5K is a nice signature event on National Trails Day.

Weaknesses

The campground lacks electric hookups, which are increasingly in high demand. The pet-friendly camp loop may be undersized for current demand. Resident fish species, such as largemouth bass and tiger muskie tend to be over-harvested by anglers. Playground equipment is aging and repair-intensive. Paddleboats are noisy and repair-intensive. Opportunities to expand recreational features are limited due to size and physical capacity of the park. Trail system needs improvements to conform to State Park Trail Signage and Wayfinding Plan. Filling seasonal lifeguard positions can be challenging. Cabin rental demand is surpassing available inventory.

Recreational Resources

Opportunities

New cabin construction could be proposed to expand rental opportunities if additional land is acquired. Implement trail signage plan standards. Americans with Disabilities Act funding could be sought to replace aging features (playgrounds, fishing piers, boats, etc.). Increased emphasis could be placed on promoting catch and release ethics to avoid overharvesting. Lifeguard certification courses could be offered as in-service training for classified staff. More "how-to" classes could be offered to expand recreational opportunities for less-experienced users. Training and other resources could be developed to help answer common questions related to hunting, fishing, and Off Road Vehicle regulations, perhaps in partnership with the Natural Resources Police. New trails could be proposed, such as a Lakeside Loop trail, featuring a boardwalk through the marshy area. Marketing (Adventure Guide distribution) could be expanded into neighboring counties/states. Critical maintenance funds could be sought for electric installation in campground sooner than current FY2024 schedule.

Threats

Camping visitation may decline if electric hookups are not provided to meet demand. Overharvest of largemouth bass and tiger muskie may lead to an unbalanced sunfish population in the lake. Non-compliance with brook trout regulations may have a negative impact on brook trout population in Poplar Lick. Warmer temperatures and less annual snowfall may threaten winter recreational opportunities.

3 **Resource Assessment**

SWOT ANALYSIS

Strengths

The influx of new staff has resulted in new ideas and positive changes over the past five years.
 The long-term contractual Maryland Conservation Corps crew leader position has been an excellent stepping stone for employees to advance into classified positions.
 The Friends of New Germany recently reorganized, resulting in an increase in volunteers and a renewed interest in park improvement projects, such as restoring the one-room schoolhouse and expanding interpretive programming.

Weaknesses

Difficulty recruiting lifeguards.
 Office equipment (computers and phone system) need to be updated.
 Office space is often cluttered due to lack of storage space.

Human Resources

Opportunities

Handbooks could be developed for various areas of operation (concession, beach, etc.) to ensure smooth transition when turnover occurs.
 Develop strategies to improve lifeguard recruitment efforts.
 Improve office storage solutions.
 Work with Friends group on park improvement projects.

Threats

Additional lifeguards are needed to make scheduling easier.

3 Resource Assessment

SWOT ANALYSIS

Strengths

All cabin interiors were renovated and updated to meet current fire safety codes within the last five years.
 Secondary water lines and electric lines servicing the cabins were replaced within the last five years.
 Three roofs were fully replaced or partially replaced within the last two years (Nature Center, Hemlock Bath House and Martin House).
 Four vehicles were replaced within the last two years.

Weaknesses

Aging (1930s-era) infrastructure requires constant maintenance and upkeep.
 New Germany lacks full Americans with Disabilities Act accessible cabins and other accommodations due to the historic nature of facilities. (Cabin #3 includes “reasonable accommodations” such as a ramp and grab bars.)
 Dusk-to-dawn lighting interferes with the night sky and contributes to light pollution.

Infrastructure

Opportunities

Americans with Disabilities Act access grant funding could be sought to help modernize existing buildings and features.
 Park Service branding standards could be more consistently applied to signs and buildings throughout the park.
 Existing bulletin boards could be updated and improved.
 Landscaping around the Lake House and cabins could be significantly improved.
 The Martin House could be renovated as a regional project if adequate funding is available.
 Energy efficiency could be improved by switching to LED lighting as incandescent/Compact Fluorescent Light bulbs burn out.
 Dusk-to-dawn lighting could be phased out and replaced with dark sky lighting. Replacement lighting is on the critical maintenance list to be funded in 2019.
 The Recreation Hall is scheduled to be renovated as part of a Capital Improvements Program project to be funded in 2019.

Threats

Many of the water lines are galvanized, which are prone to corrosion and decreased flow rate.
 Many structures have trees growing within 15 feet, which could lead to root infiltration, mold, mildew, etc.

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 Implement management practices recommended by the Fishing and Boating Services and Forest Service to enhance or maintain water quality in Poplar Lick and New Germany Lake.
- 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 Implement capital and critical maintenance projects to restore historic structures and repurpose the historic one-room schoolhouse as an historic interpretive center.
- 5 Take action to preserve, protect and inventory all historic documents, photos and artifacts.

RECREATIONAL RESOURCE GOALS

- 6 Continue and enhance efforts to provide fully accessible and Americans with Disabilities Act compliant recreation opportunities.
- 7 Implement strategies to provide more consistent lifeguard coverage.
- 8 Improve existing trail system by implementing Maryland Park Service Trail Signage and Wayfinding Plan.

HUMAN RESOURCE GOALS

- 9 Park Management will emphasize employee satisfaction and well-being and work collaboratively with Friends group.
- 10 Develop tools and resources to improve continuity of operations and better prepare for employee turnover and transition.

INFRASTRUCTURE GOALS

- 11 Improve aesthetics and consistency of message by applying Maryland Park Service branding standards to park infrastructure and landscaping.
- 12 Develop and implement a plan of action to decrease light pollution and preserve the night sky.

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.).	2016-17
Utilize available resources to perform a comprehensive inventory of non-native invasive species within the park.	2016-17
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.	2017
Once approved, utilize available resources to implement the plan (Maryland Conservation Corps, volunteers, interns, etc.).	2018-20
Assess progress and update the plan of action at annual intervals.	2018-20
Work with the Wildlife and Heritage Service to document, monitor and preserve rare, threatened and endangered species in the park.	2018-20

COMMENTS/PROGRESS REPORT

(This area is currently blank for reporting progress and comments.)

5 **Work Plan**

GOAL #2 **Implement management practices recommended by the Fisheries Service and Forest Service to enhance or maintain water quality in Poplar Lick and New Germany Lake.**

PROJECTS AND ACTIONS	TIMELINE
Schedule a bottom release of New Germany Lake during summer months to help avoid thermal pollution in Poplar Lick.	2016-20
Establish rain gardens or Grow-Not-Mow areas to collect and treat stormwater runoff before it enters Poplar Lick.	2016-20
Plant native conifer species to replace hemlocks impacted by Hemlock Woolly Adelgid (HWA) within 50-foot riparian zones.	2017-20
Continue treatment of hemlock trees to abate HWA.	2017-20

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.	2017-18
Develop or utilize pre-developed educational materials to highlight pollinator habitat and its importance.	2018-19
Establish a maintenance protocol for pollinator/meadow areas to ensure long term viability and improve aesthetics.	2019

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #4 **Implement Capital Improvements Program and Critical Maintenance projects to restore historic structures and repurpose the historic one-room schoolhouse as an historic interpretive center.**

PROJECTS AND ACTIONS	TIMELINE
Work with Engineering and Construction to implement planned Capital Improvements Program and Critical Maintenance projects, including renovation of historic structures.	2016-20
Identify resources available for assistance (Committee for Maryland Conservation History, Maryland Conservation Corps, volunteers, interns, etc.).	2016-17
Thoroughly clean schoolhouse and organize potential display items (school desks, books, photos, documents, artifacts, etc.).	2016
Utilize available resources to determine how to safely display and/or preserve historic items.	2016-17
Prepare schoolhouse to serve as a safe location for storage and display of historic items (heating, lighting, humidity, etc.)	2016-18
Make use of existing display cases to set up temporary displays to generate interest and spur potential funding.	2017-18
Begin promoting and utilizing the schoolhouse as a living history classroom for other programs and activities.	2018
Develop a plan to transition from temporary displays to long-term, quality displays.	2018-20

COMMENTS/PROGRESS REPORT

Schoolhouse has been thoroughly cleaned, and items for display have been organized and catalogued, so that they can be stored while staff explores options for long-term conservation and display.

5 **Work Plan**

GOAL #5 **Take action to preserve, protect and inventory 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.).	2016-17
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
Utilize available resources to help determine appropriate actions for long-term storage or display of all original items.	2017
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 **Continue and enhance efforts to provide fully accessible and Americans with Disabilities Act compliant recreation opportunities.**

PROJECTS AND ACTIONS	TIMELINE
Identify and prioritize opportunities to increase accessibility to park amenities.	2016-18
Research potential funding sources for priorities identified.	2017-19
Seek Americans with Disabilities Act access grant funding to replace aging features with new accessible features (playgrounds, fishing piers, boats, etc.).	2017-20
Work with Engineering and Construction to implement projects.	2017-20

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #7 **Implement strategies to provide more consistent lifeguard coverage.**

PROJECTS AND ACTIONS	TIMELINE
Encourage full-time classified staff to obtain lifeguard certifications.	2016-20
Offer competitive wages for seasonal lifeguards, while ensuring consistency with other state parks in the area.	2017-20
Schedule staff to visit lifeguard classes in the community for recruiting purposes.	2017-20
Distribute recruitment flyers to local high schools and universities.	2017-20
Utilize social media for lifeguard recruitment.	2017-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #8 **Improve existing trail system by implementing Maryland Park Service Trail Signage and Wayfinding Plan.**

PROJECTS AND ACTIONS	TIMELINE
Compare existing trail kiosks, signage and blazing with the Maryland Park Service Trail Signage and Wayfinding Plan, and develop a prioritized list of changes to comply with the new plan.	2017
Identify possible funding and labor resources available to complete the necessary changes (Recreational Trail Grants, Maryland Conservation Corps, volunteers, etc.).	2017
Utilize available resources to complete the changes in order of priority.	2018
Explore options for establishing new trails or creating new connections to others.	2019

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #9 **Park management will emphasize employee satisfaction and well-being and work collaboratively with Friends group.**

PROJECTS AND ACTIONS	TIMELINE
Reenergize efforts that began several years ago to replace the obsolete phone system.	2016-17
Request work orders to update outdated computer software.	2016-17
Develop storage solutions to de-clutter work areas and improve office atmosphere and appearance.	2016-17
Plan at least two staff development activities per year, such as familiarization tours, teambuilding or educational experiences.	2016-20
Create a plan to formally recognize employees for important milestones, such as years of service, and for completion of special projects or work assignments.	2016-20
Meet on a regular basis with Friends group and work on joint improvement projects, including the historic schoolhouse.	2016-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #10 **Develop tools and resources to improve continuity of operations and better prepare for employee turnover and transition.**

PROJECTS AND ACTIONS	TIMELINE
Develop a winterization handbook to serve as a guide for winterizing park buildings.	2016-17
Develop a concession handbook to serve as a guide for overseeing the concession operation.	2016-17
Develop a beach handbook to serve as a guide for overseeing the beach operation.	2017-18
Develop a cabin handbook to serve as a guide for overseeing the cabins and housekeeping operations.	2017-18
Develop an administrative handbook to serve as a guide for overseeing the office and administrative operations.	2017-18
Develop a duty ranger handbook to serve as a guide for daily operations and duty ranger responsibilities.	2017-18
Update handbooks on an annual basis.	2016-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #11 **Improve aesthetics and consistency of message by applying Maryland Park Service branding standards to park infrastructure and landscaping.**

PROJECTS AND ACTIONS	TIMELINE
Prepare mock-ups of new branded signs needed and submit for internal review.	2017-18
Once designs are approved, purchase and install new signs as budget allows, in order of priority.	2017-18
Remove all exotic, non-native plants from existing landscaped areas.	2017
Prepare a plan to replace exotic plants with native plants in existing landscaped areas, and submit plan for internal review.	2017
Once approved, implement the landscaping plan as budget allows, giving priority to high-traffic areas.	2017-20
Ensure proper care and maintenance of landscaped areas by involving interested staff and/or volunteers.	2017-20
Strive to repaint one building (exterior) per year with approved, brand-appropriate colors over the next five years.	2017-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #12 **Develop and implement a plan of action to decrease light pollution and preserve the night sky.**

PROJECTS AND ACTIONS	TIMELINE
Review the International Dark Sky Association Dark Sky Park Program Guidelines.	2017
Use the International Dark Sky Association Program Guidelines to assess light pollution within the park.	2017
Implement changes to reduce light pollution as funds allow.	2018-19

COMMENTS/PROGRESS REPORT

Acknowledgements

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