



Smallwood State Park

Photo Courtesy of Maryland Park Service



Strategic Management Plan

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Date Prepared

Updates





Smallwood 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 Maryland State 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 in Part 3, 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.

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.
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 an improved quality of life, so when they leave they are feeling stress-free and revitalized.



Photo Courtesy of Maryland Park Service

Significance Statement

The significance of Smallwood State Park is...

To preserve Mattawoman Creek and its diverse aquatic resources, including a world class bass fishery.

To foster an appreciation of Southern Maryland's historic colonial culture and rural heritage, including the preservation and interpretation of the 18th century home of General William Smallwood, Maryland's 4th governor.

To interpret and preserve the legacy of American Indian habitation within the park and along the Mattawoman Creek.

PARK STATS

TOTAL PARK ACREAGE	628
ANNUAL VISITATION 2017	45,000
ANNUAL REVENUE (excluding concession revenue) FY2017	\$250,000
ANNUAL OPERATING BUDGET* (excluding classified employee payroll) FY2017	\$168,000
TOTAL CLASSIFIED EMPLOYEES** (including filled and vacant positions)	5
*OPERATING BUDGET SUPPORTS THE FOLLOWING STATE PARKS:	Smallwood, Chapel Point, Zekiah Swamp and Mattawoman Natural Environment Areas
**EMPLOYEES SUPPORT THE FOLLOWING STATE PARKS:	Chapman, Chapel Point, Calvert Cliffs, Zekiah Swamp and Mattawoman Natural Environment Areas

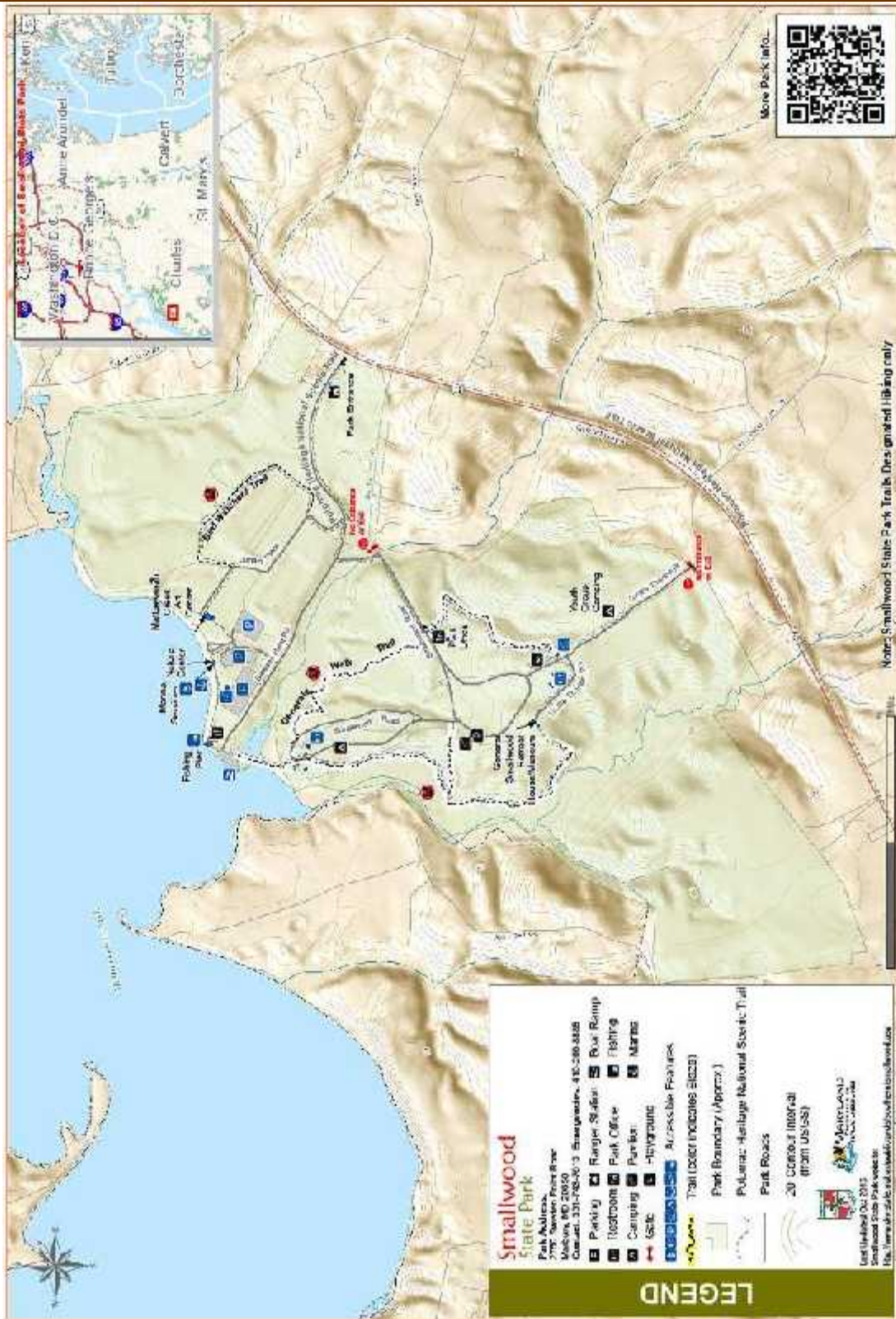
YEAR	SCHEDULED CAPITAL PROJECTS	AMOUNT
2017	Resurface Campground Road	\$90,000
FY 2019	Campground Upgrades	\$2,155,000
YEAR	SCHEDULED CRITICAL MAINTENANCE	AMOUNT
2017	Replace Security Gates at Dry Storage Lot	\$5,000
2020	Renovate Historic Area Restrooms	\$30,000
2020	Replace Sidewalks at Park Office	\$10,000
2020	Replace Walk-in Cooler	\$20,000
2020	Repoint Smallwood's Retreat	\$14,000
2021	Renovate Contact Station	\$5,000
2021	Replace Headquarters Windows	\$7,500
2021	Install Sewer Lines from Concession to Marina	\$30,000

Park Resources

YEAR	SCHEDULED CRITICAL MAINTENANCE	AMOUNT
2021	Regrade Youth Group Road	\$10,000
2021	Repave Shop Entrance Road and Parking Lot	\$30,000
2021	Replace Chain Link Fence at Shop	\$10,000
2021	Reroof Smallwood's Retreat	\$25,000
2022	Re-deck Footbridge	\$20,000
2024	Renovate Pavilion 2	\$20,000
2024	Re-roof Mini-cabins	\$38,000
2025	Pave and Stripe Parking Lots at Concession	\$180,000
2026	Replace Carpet at Headquarters	\$4,000
2027	Renovate Maintenance Shed	\$11,000
2027	Renovate Historic Area Buildings	\$12,000

Park Resources

AREA MAP



Natural Resources

KEY FEATURES

Tidal and non-tidal wetlands that support a rich variety of aquatic flora and fauna.
Diverse terrestrial habitats and ecosystems that support a wide array of flora and fauna.

Mattawoman Creek and associated aquatic resources.

DESCRIPTION

Smallwood State Park is comprised of various ecosystems, including Mattawoman Creek, tidal and non-tidal wetlands, mixed hardwood forest, and a loblolly pine plantation. The park's unique topography creates exceptional biodiversity, to include a wide array of wildlife, including white-tailed deer, turkey, bald eagle, osprey, Canada geese, and beaver. Mattawoman Creek hosts a healthy community of submerged aquatic vegetation, along with the only naturally-occurring population of American lotus on the western shore of the Chesapeake. The creek also supports resident fish species, including largemouth bass, bluegill, and pumpkinseed. Three small healthy streams afford an excellent habitat for aquatic insects.

Cultural/ Historical Resources

KEY FEATURES

18th Century Smallwood's Retreat.
 19th Century Jenkins Tobacco Barn.
 19th Century Grinder farm house.
 Mattawoman Creek Art Center.
 Three unevaluated prehistoric sites.
 Sweden Point Discovery Center.

DESCRIPTION

The development of Smallwood State Park was initiated by the efforts of local citizens to preserve the 18th century "General William Smallwood's Retreat," the ancestral home of Maryland's fourth governor. Smallwood's Retreat is a restored tidewater plantation house that can be found near a 19th century tobacco barn in the park's Historic Area.

Property acquisition for Smallwood State Park began in 1957, with the purchase of 323 acres of agricultural land from three owners. The following year, the Smallwood Foundation, Inc. donated another ten acres, including Smallwood's Retreat, to the State of Maryland. During the 1960s, approximately 71 acres were acquired, including the privately-owned Sweden Point Marina. The last major land purchase occurred in 1984 with the addition of 225 acres acquired from the Upham family.

Smallwood State Park contains a total of 18 cultural resources predating 1960. Three resources are prehistoric archeological sites and two sites are related to the demolished buildings on the former Upham property. One house on the Upham property is used as the Mattawoman Creek Art Center.

Recreational Resources

KEY FEATURES

Boating facilities including a 50-slip marina, six boat ramps, five floating piers, secure dry storage, a bath house, marina store, and fuel sales.

Boat trailer parking (150 spaces).

Fishing facilities including two large piers and bait sales.

Discovery center.

Waterfront picnic area with pavilion and playground.

Nearly five miles of hiking trails.

Two inland picnic pavilions and playground.

Overnight accommodations including six mini-cabins, 15 campsites, and two youth group camping areas.

Long foot bridge over wetland for wildlife viewing.

DESCRIPTION

Smallwood State Park's 628 acres function as a multi-use recreational facility with activities ranging from bird watching to competitive bass fishing. Located on Mattawoman Creek, the park boasts two fishing piers and a shoreline that provides recreational fishing for species including largemouth bass, catfish, crappie, white perch and yellow perch. There are six boat ramps for recreational boaters and fishermen to access Mattawoman Creek, the Potomac River, and other tributaries. In addition, approximately 10,000 competitive anglers participate in the 60 to 70 bass tournaments hosted at the park each year.

The park's trails meander through hardwood forest and rolling fields, and related programs are offered seasonally at the Discovery Center. Smallwood's campground offers 15 electric campsites, four mini-cabins, four two-room cabins, and two youth group sites. This area also boasts a recycled tire playground where children enjoy climbing walls, a tire bounce, tire swing, and a music wall. The small, waterfront "General's Store" offers snacks, fishing and camping supplies, and gifts seasonally. Smallwood State Park has several yearly programs that have become important in the community such as the Egg Hunt, Colonial Christmas, the Smallwood Triathlon and Paralyzed Veterans of America fishing tournament.

Human Resources

KEY RESOURCES

Five full-time classified employees.
 Twelve -14 seasonal / contractual employees.
 One Affiliated Foundation / volunteer organization (Friends of Smallwood SP).

DESCRIPTION

There are five full-time classified employees assigned to Smallwood State Park, including one park services supervisor, two park services associates (park rangers), one park maintenance program supervisor, and one park technician. In addition to Smallwood State Park, these employees are also responsible for Calvert Cliffs State Park, Chapel Point State Park, Chapman State Park, Mattawoman Natural Environment Area and Zekiah Swamp Natural Environment Area.

Smallwood's seasonal labor force is typically 14 people, including one visitor services attendant, three seasonal rangers, one park naturalist, three contact station attendants, one or two maintenance workers, one concession manager, and three concession attendants. Several of these employees also assist with maintenance and operations at Calvert Cliffs State Park, Chapman State Park, Chapel Point State Park, Mattawoman Natural Environment Area, and Zekiah Swamp Natural Environment Area.

Infrastructure

KEY FEATURES

Four pump house facilities (marina, shop/office, campground and concession).
 RV and boat dump station.
 Bathroom facility in Historic Area (used by pavilion, playground, and youth group).
 Over 1 mile of concrete sidewalk and 400-foot brick walkway in Historic Area.
 Park headquarters building.
 Eight miles of asphalt roads and 1.5 miles of gravel roads.

DESCRIPTION

Smallwood State Park's infrastructure was built in phases and by park staff to accommodate an ever-changing demographic.

Beginning in the late 1950s and continuing into the 1960s, historic Smallwood's Retreat went through restoration. Additional property was acquired in the 1960s – including the Sweden Point waterfront – and this allowed construction of boat ramps and picnic areas along the shoreline. The 52-slip marina was added in the 1980s.

During the 1990s, fishing piers and a marina services building were added, along with additional parking to accommodate the growing fishing tournaments. To support these activities, a picnic area was converted to a family campground and the area's comfort station converted to the campground bathhouse. Electric sites and camper cabins were later installed. One of the buildings on the Upham Farm parcel was also renovated to create the Mattawoman Creek Art Center. The park's recycled tire playground was constructed in the early 2000s. The original marina services building was modified several times and was eventually renovated to be used as the park's discovery center.

3 **Resource Assessment**

SWOT ANALYSIS

Strengths

Smallwood is comprised of various ecosystems (tidal wetlands, non-tidal wetlands, streams, mixed hardwood forest, etc.).
 Diverse habitat supports exceptional biodiversity.
 Mattawoman Creek is relatively healthy, with a strong SAV community, including some state rare species.
 The park’s streams and wetlands provide excellent habitat for aquatic insects.
 The park is mostly forested, providing water quality protection for Mattawoman Creek.
 The native plant garden highlights the importance of native species and serves as a “living key” for plant ID.
 Long-established “Grow Not Mow” meadows support warm season grasses and provide exceptional pollinator habitat.

Weaknesses

Hundreds of trees were lost or damaged during a tornado in 2015.
 Invasive plants (Japanese stiltgrass, princess tree, mile-a-minute, etc.) harm native species and provide no benefit to wildlife.
 Landscaped areas previously planted with exotic plants, serve as a detrimental seed source.
 Impervious parking areas contribute stormwater runoff to Mattawoman Creek.

Natural Resources

Opportunities

Upcoming SHA stormwater management projects will decrease runoff into Mattawoman Creek.
 Long-established rain gardens and “Grow Not Mow” areas could be expanded to collect and treat runoff and increase pollinator habitat.
 Designated fields could be planted with native grasses and wildflower species to increase pollinator habitat.
 Funding could be sought to replace concrete sidewalks with pervious surfaces to reduce runoff.
 The Mattawoman Creek Conservancy and other environmental groups may be willing to partner on potential watershed protection projects.
 MD Native Plant Society may be willing to help develop/implement invasive species management plan.
 A “bio-blitz” could be used to help develop more up-to-date species lists.
 Exotic plants could be replaced with native plants in landscaped areas.
 A forest/habitat inventory could be conducted to determine whether deer management levels are adequate.

Threats

Stormwater runoff from impervious surfaces contributes to erosion, sedimentation, and degradation of Mattawoman Creek.
 Hydrilla and other invasive SAV species continue to cause detrimental effects on native Submerged Aquatic Vegetation.
 The spread of non-native fish species could cause an imbalance in the ecosystem of Mattawoman Creek.
 Storm damage and climate change could result in the loss of key wetland habitats.

3 Resource Assessment

SWOT ANALYSIS

Strengths

The park boasts a deep and varied history, with some of the resources predating colonization. General William Smallwood is an important figure in Maryland history, which makes this park, his home, a significant historic area. The Mattawoman Creek Art Center is an exceptional cultural resource that allows local artists to display their work in a unique setting. Volunteers provide the majority of the park’s historic/cultural interpretation.

Weaknesses

Limited staffing for interpreting the cultural and historic resources makes it difficult to provide special programs. General William Smallwood is not as well documented as some of the more commonly known leaders of the Revolutionary War period, making it difficult to expand staff knowledge of his life and history. Volunteer base is declining. Lack of a dedicated park or Park Service historian with good records leads to loss of knowledge as staff and local sources leave.

Cultural/ Historical Resources

Opportunities

Utilizing the historic sites survey done by R. Christopher Goodwin & Associates in 2004, a timeline and history of the park display could be created for the Sweden Point Discovery Center. Interpretive panels with QR codes at historically significant sites throughout the park would allow park patrons to self-guide through some park history. Interpretive panels and technological amenities in the Smallwood Retreat would allow for the house to be opened for tours more frequently and/or on shorter notice, as it would minimize the necessity for a trained docent to give tours. Volunteer or intern could be recruited to research park history and help update the park’s inventory. There is interest in restoring the Grinder House for interpretation and use as office space and storage for the “Friends of Smallwood.”

Threats

Fire, severe weather, deferred maintenance, and visitor impacts (graffiti, theft, destruction of property, normal wear, etc.) can adversely impact the park and limited resources make restoration challenging. Historic documents and artifacts need to be properly organized, documented, stored, or displayed. The ever-changing interpretation of historical information can lead to changes that need to be addressed in order to remain current. There is a perceived decrease in visitation to the park’s historic area and the Mattawoman Creek Art Center. The Grinder House needs immediate attention to minimize further water damage and avoid further deterioration as restoration and adaptive re-use efforts are explored by the County.

3 Resource Assessment

SWOT ANALYSIS

Strengths

Smallwood is a destination for the largest fishing tournaments in the region, hosting the FLW Tour, BASS Elite, Paralyzed Veterans of America, etc. The 375 feet of fishing piers and 1,500 feet of open shoreline provide recreational fishing opportunities for largemouth bass, catfish, crappie, bluegill, and snakehead.

Sweden Point includes a 52-slip marina on Mattawoman Creek.

The Paralyzed Veterans of America Bass Tournament, Snakehead Tournament, and Blue Catfish Tournament offer annual signature events.

The park’s two trails offer approximately five miles of hiking opportunities that meander along wetlands, through a mixed hardwood forest, and across rolling fields.

Fishing licenses and a host of other fishing products specifically used on Mattawoman Creek and Potomac River can be purchase on site at the General’s Store.

Weaknesses

The Potomac River fishery can suffer from environmental impacts and/or overfishing, resulting in regulatory action that greatly affects the park.

The piers and shoreline are used simultaneously by boaters and shoreline anglers. The use of this area for staging tournament launches and “weigh-ins” makes it difficult for shoreline anglers to fish during these times.

The campground is small, with some campsites too close together.

The campground does not have enough electrical power for larger motor homes and does not provide water to each site.

Playground is outdated.

Sweden Point Marina is not a full-service marina with boat lift and mechanic, elements that many boaters prefer.

No multi-use trails for mountain bikers and equestrians.

Recreational Resources

Opportunities

The park could provide dedicated areas for shoreline anglers to minimize conflicts during tournaments and other busy boating times.

A new campground could be proposed to provide sites for larger RVs (including electric and water).

The park’s trail system could be expanded with minimal impact by installing a boardwalk over a creek to connect the General’s Walk to an old roadbed in the remote “Stump Neck Road” portion of the park, thereby creating a new trail using existing footprints.

The park’s smallest, underused pavilion could be converted to an aviary for Southern Maryland parks.

Threats

Shoreline anglers need better access to the shoreline for fishing in order to avoid negative impacts to the natural shoreline by creating rogue trails.

Overflow camping in the park’s Historic Area encroaches on the historical interpretation of the Retreat House and Barn.

Trails are impacted by storms, uprooted trees, and shoreline erosion.

3 Resource Assessment

SWOT ANALYSIS

Strengths

Staff exceptionally engaged in “cross training,” develops diverse skill sets and produces park “generalists.”
 Employees gain comprehensive knowledge of multiple Southern Maryland Recreational Complex facilities and can serve at all parks.
 Ability to “borrow” personnel from other areas in the Complex and Southern Region for exceptional projects and special needs.
 A few experienced exceptionally capable seasonal employees who can “cover” various assignments when needed.
 The recent addition of a Park Technician has been invaluable.

Weaknesses

The park must cover extended operational shifts (4 a.m. – 10 p.m.) during the fishing and camping season.
 Six satellite facilities require staff from Smallwood to work at Calvert Cliffs, Chapman and Chapel Point state parks, as well as Zekiah Swamp and Mattawoman natural environment areas.
 Seasonal employees often leave midseason creating vacancies during busy summer months.

Human Resources

Opportunities

Pursue additional partnerships to enhance recreation opportunities and supplement staff presence.
 Continued emphasis on employee satisfaction, well-being, and recognition to support employee morale.
 Existing “friends group” could be revitalized with new members.

Threats

Special events (e.g. bass tournaments) require additional staff resources.

3 **Resource Assessment**

SWOT ANALYSIS

Strengths

Campground pump house has been replaced and is now in good condition (2016).
 Sewer line for concessions was replaced in 2014.
 Pavilion #3 roof was recently replaced (2016).
 Best Available Technology (BAT) septic systems installed about four years ago.
 Discovery Center was renovated in 2012.
 Roof was replaced at the campground bathhouse in the winter of 2015.

Weaknesses

Roads are deteriorating due to harsh weather conditions.
 Tire playground needs replacement.
 There are not enough picnic sites to accommodate demand.
 Antiquated phone lines and internet hinder communications.
 Fencing around maintenance shop needs to be replaced.
 Wooden structures such as piers and footbridge shown their age and require regular replacement of decking.
 Utility housing structures in marina are deteriorating and a repair/replacement program is needed.

Infrastructure

Opportunities

Planned improvements to the campground could better accommodate RVs.
 Patch work and re-grading of roads could alleviate the need for some vehicle maintenance and improve access.
 Replacing fencing where needed will enhance security.
 Exploring ways to provide more single car parking could accommodate more visitors on weekends when there are fishing tournaments.
 Identifying funding to have the wooden structures along the waterfront upgraded will enhance the safety, appearance and functionality of the area.
 Marina could use an upgrade with the proper funding.
 Waterway Improvement Funding might be an option.
 Raze the aging tire playground now that a new playground has been constructed in the day use area.

Threats

Older culverts along roadsides are beginning to wash away.
 Phone, internet, and electrical systems are in need of improvements.

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 other Department of Natural Resources units to better preserve and enhance the natural areas of Smallwood, including managed deer hunting.
- 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 Emphasize cultural and historical resources by devising strategies to support visitation at General Smallwood's Retreat during park hours of operation.
- 5 Perform comprehensive research and documentation of the historically significant locations within the park and develop a self-guided interpretive tour.

RECREATIONAL RESOURCE GOALS

- 6 Improve the camping experience through planned capital investments.
- 7 Establish a new trail to connect the main park to the remote and underutilized "Stump Neck" area.

HUMAN RESOURCE GOALS

- 8 Explore opportunities with affiliated groups to supplement staff presence, programming, and maintenance activities and promote the park as a community resource.
- 9 Focus Southern Maryland Recreational Complex leadership on continued efforts to build a positive, cohesive team with classified and seasonal staff.

INFRASTRUCTURE GOALS

- 10 Make ADA compliant upgrades of day-use facilities, including the marina, marina bathhouse, picnic area, boat launch, concession, and bathrooms.
- 11 Assess the waterfront area and develop one or more Critical Maintenance projects to address deferred maintenance and needed repairs to structures, utilities, roads, and parking areas.

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, MD Native Plant Society, Statewide Eyes, etc.).	2017
Seed, manage, and interpret park meadows by transitioning to more pollinator plants and warm season grasses.	2017
Utilize available resources to perform a comprehensive inventory of non-native invasive plant 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.	2017
Once approved, utilize available resources to implement the plan (MCC, volunteers, interns, etc.).	2018

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #2 **Implement management practices recommended by other department units to better preserve and enhance the natural areas of Smallwood, including a managed deer hunting program.**

PROJECTS AND ACTIONS	TIMELINE
Identify and pursue expert resources available for recommendations and training.	2016-17
Define priorities and develop a plan of action for resource management.	2017-18
Submit the plan for internal review.	2018
Develop a managed deer hunt program in partnership with Wildlife and Heritage Service.	2018
After plan approval, utilize available resources to implement the plan using staff, Maryland Conservation Corps, volunteers, interns, etc.	2018-19
Assess progress and update the plan of action annually.	2018-20

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
Create a display for the nature center which highlights the importance of native pollinators and provide a map of areas being converted.	2018-19
Establish a maintenance protocol for pollinator/meadow areas to ensure long-term viability and improve aesthetics.	2017-18

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #4 **Emphasize cultural and historical resources by devising strategies to support visitation at General Smallwood's Retreat during park hours of operation.**

PROJECTS AND ACTIONS	TIMELINE
Have a naturalist / historic interpreter create a Smallwood State Park timeline display for the Discovery Center.	2017
Increase the number of historic interpretive programs offered and schedule to coincide with Smallwood Retreat Open House events.	2017-20
Create a self-guided history hike brochure to feature key areas of historical significance.	2019
Work with the local school system to create historical field trip opportunities that are coordinated with the school curriculum.	2019-20

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #5 Perform comprehensive research and documentation of the historically significant locations within the park and develop a self-guided interpretive tour.

PROJECTS AND ACTIONS	TIMELINE
Add a park/regional historian position to the Park Service volunteer web-site.	Ongoing
Utilize an internship to assist with historical research.	2017
Work in partnership with Charles County and Friends of Smallwood to investigate feasibility of restoring Grinder farm house	2017
Update Smallwood Retreat House inventory in digital format.	2017-19
Increase collaboration with historical and cultural organizations to expand knowledge of the areas of historical significance.	2016-20
Create a comprehensive historical database to include scholarly works, archaeological studies, narrative descriptions, maps, etc.	2018-20

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #6 Improve the camping experience through planned capital investments.

PROJECTS AND ACTIONS	TIMELINE
Capital Improvement Program (CIP) funding budgeted for campground improvements in FY2018, includes a new bathhouse, five additional campsites, and an electric system upgrade.	2018
Investigate feasibility of constructing an overflow camping area that allows for RVs and family group camping.	2018

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #7	Establish a new trail to connect the main park to the remote and underutilized “Stump Neck” area.
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PROJECTS AND ACTIONS	TIMELINE
Identify and analyze a new trail to connect the main park to the remote, unused “Stump Neck” area.	2017-18
Explore area for optimal trail layout and prepare conceptual design.	2018
Draft and submit proposal and internal review package.	2018
Submit approved trail design for Recreational Trail Program funding.	2018
Monitor National Environmental Protection Act review.	2018-19
Construct boardwalk across creek and connect existing trail system to new system, utilizing established roadbeds.	2019-20

COMMENTS/PROGRESS REPORT

5 **Work Plan**

GOAL #8 Explore opportunities with affiliated groups to supplement staff presence, programming, and maintenance activities and promote the park as a community resource.

PROJECTS AND ACTIONS	TIMELINE
Meet with the Friends of Smallwood State Park to discuss possible strategies to attract more volunteers to the park.	2017
Meet with the Historic Preservation Society to discuss volunteer opportunities to interpret the park's historic sites.	2017

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #9 Focus Southern Maryland Recreational Complex leadership on continued efforts to build a positive, cohesive team with classified and seasonal staff.

PROJECTS AND ACTIONS	TIMELINE
Perform employee satisfaction assessment and identify opportunities and strategies for improvement.	2017-18
Organize a team-based discussion targeted toward building a stronger team and resolving issues with roles and responsibilities.	2017-18
Identify and implement a fall and spring team-building activity.	2017-22

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #10 **Make Americans with Disabilities Act compliant upgrades of day-use facilities, including the marina, marina bathhouse, picnic area, boat launch, concession, and bathrooms.**

PROJECTS AND ACTIONS	TIMELINE
Prioritize needs based on visitor use and solicit input from Paralyzed Veterans of America, DNR Disability Advisory Council, etc.	2017
Work with DNR Office of Fair Practices and Engineering and Construction regarding standards for all proposed accessibility upgrades and improvements.	2017
Follow up with Park Management, the Department Office of Fair Practices, and Engineering and Construction to develop a timeline.	2017
Research additional funding/grant programs within the department, as well as private sector funding.	2017
Submit Project Justifications and/or internal review packets for necessary upgrades.	2018
Make approved upgrades in-house as abilities, funding, and staffing permits.	2018-19

COMMENTS/ PROGRESS REPORT

5 **Work Plan**

GOAL #11 Assess the waterfront area and develop one or more Critical Maintenance projects to address deferred maintenance and needed repairs to structures, utilities, roads, and parking areas.

PROJECTS AND ACTIONS	TIMELINE
Perform site and facility assessment with Engineering and Construction staff to identify necessary repairs and upgrades.	2017
Develop Project Justifications and work with headquarters staff to refine description and cost estimate.	2017-18
Explore alternative funding sources.	2018-20

COMMENTS/PROGRESS REPORT

Acknowledgements

COLLABORATOR	TITLE	AGENCY/ ORGANIZATION
Bob Cantin	Assistant Manager, SMRC	MD DNR – Maryland Park Service
Phil Rooney	Park Maintenance Program Supervisor, SMRC	MD DNR – Maryland Park Service
Keith Edelen	Park Technician, SMRC	MD DNR – Maryland Park Service
Nakia Johnson	Ranger, SMRC	MD DNR – Maryland Park Service
Elena Gilroy	Ranger, SMRC	MD DNR – Maryland Park Service
Patrick Bright	Manager, SMRC	MD DNR – Maryland Park Service
Willie Farrall	Maintenance Supervisor (Retired), SMRC	MD DNR – Maryland Park Service
Erin Thomas	Manager, New Germany State Park	MD DNR – Maryland Park Service
Charlie Mazurek	Historic Preservation Planner	MD DNR - Engineering & Construction
Dave Gailey	Regional Manager	MD DNR – Forest Service