

2020-2024 Summary Park Plan

*Making Missouri Memories :*  
Connecting Preservation, Interpretation and Recreation



**MISSOURI**  
STATE PARKS

# Serving Missouri for More than 100 Years



Cover photo: Cuivre River State Park,  
The Disabled Sports Association's Wacky Water Day

Onondaga Cave State Park



Arrow Rock State Historic Site Now



Arrow Rock State Historic Site Then

The Missouri State Parks system is truly a legacy in the history of Missouri. Missouri State Parks has helped both families and individuals experience Missouri for more than 100 years. The 1938 Summary Park Plan set the foundation for the Missouri state park and historic site system.

“To preserve Missouri’s scenic and recreational resources, to provide opportunities for the people of Missouri to enjoy them, to encourage out-of-state visitors also to enjoy them – all this requires a physical plan; well considered policies for land acquisition, development and use; and a sound administrative organization.”

- *The 1938 Summary Park Plan, a State Plan for Missouri*

The three pillars of the Missouri State Parks mission – natural landscapes, cultural landmarks and recreational opportunities – were equally important to the planning of Missouri State Parks in 1938 as they are today.

“The summary park plan is steeped in supporting the division’s mission of preserving and interpreting the state’s most outstanding natural landscapes and cultural landmarks and providing outstanding recreational opportunities compatible with those resources.”

- *The 2020-2024 Summary Park Plan*

# Connecting Preservation, Interpretation and Recreation

Too often it seems organizations create a strategic plan to only have it sit on a shelf or on the internet until it is time to update or write the next plan. The *2020-2024 Summary Park Plan, Making Missouri Memories: Connecting Preservation, Interpretation and Recreation*, was written to be a working document that will be used, along with the departmental placemat, to annually evaluate how the division is meeting its strategic initiatives.

This summary park plan was created by our team, a team dedicated to the preservation of our state parks and historic sites, the interpretation of our immense cultural heritage and sharing our state's resources with Missourians and tourists alike.

The summary park plan is steeped in supporting the division's mission of preserving and interpreting the state's most outstanding natural landscapes and cultural landmarks and providing outstanding recreational opportunities compatible with those resources.

The plan incorporates the division's restructuring to bring added capacity to address the three areas of the division's mission. It also underscores the division's commitment to address infrastructure needs through a systematic evaluation that will drive both small and large maintenance and repair projects. And finally, the plan underscores the importance of reaching underserved communities, increasing public engagement and fostering personal connections.

It is our hope this summary park plan will help guide us in integrating all aspects of the division in order to ensure generations to come can experience all that Missouri State Parks has to offer.



Johnson's Shut-Inns State Park



Missouri Mines State Historic Site



Stockton State Park

# Mission and Vision

## Missouri State Parks Mission

The threefold mission statement of Missouri State Parks is derived from the state constitution, statutes and the team's long-standing commitment to exemplary public service. Each element is of equal importance.

- To preserve and interpret the state's most outstanding natural landscapes
- To preserve and interpret the state's most outstanding cultural landmarks
- To provide outstanding recreational opportunities compatible with those resources

Preservation of the tangible landscapes and artifacts of our heritage alone is insufficient. Interpretation adds purpose to resource preservation and awareness of our heritage. Interpretation will ensure the citizens of Missouri understand their natural and cultural heritage, and through understanding, will appreciate and preserve the heritage for future generations.

## Missouri State Parks Vision

Working together, as one team, we will provide exceptional stewardship and interpretation of Missouri's most outstanding natural landscapes, cultural resources and recreational opportunities; provide excellent service and expanded outreach; and ensure we are always doing our part to keep our team and our guests safe.



# History of State Parks and Historic Sites

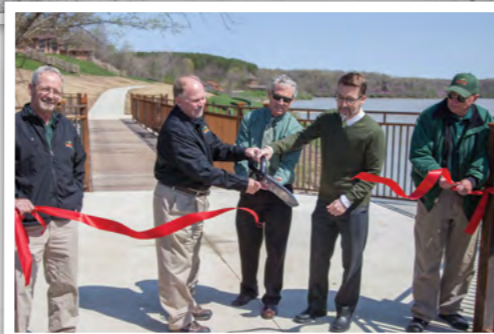
1917

Missouri's state park system was officially established on April 9, 1917, when the bill was signed into law allowing funds from fish and game department revenue to be used to create the state parks fund to purchase land in Missouri.



1923

In 1923, the state acquired the historic Arrow Rock Tavern, and in 1924, the first state park tracts were secured. Big Spring State Park became the first Missouri state park on Oct. 17, 1924. That park, Alley Spring State Park and Round Spring State Park were later recognized as being nationally significant and became part of the National Park Service's Ozark National Scenic Riverways.



1932

By 1932, Missouri had a total of 18 state parks. Missourians showed their endorsements of the state park system through donations of Roaring River, Annie and Abel Van Meter and Washington state parks.



1937

The management of state parks was separated from the state fish and game department and placed under the supervision of a new Missouri State Park Board in 1937.



1974

In 1974, with the reorganization of nearly all state government, the Missouri Department of Natural Resources was created and assumed the state park board's responsibilities for the administration of the state park system. The size of the system continued to grow and represent the major natural and cultural heritage themes of Missouri while providing Missourians with plenty of recreational opportunities.



1984

Missouri voters continued to show their support by approving a sales tax to be used for state parks and soil and water conservation efforts in Missouri in 1984. Funds from the one-tenth-of-one-percent sales tax were divided equally between Missouri State Parks and the Soil and Water Conservation Program, both of which are administered by the Missouri Department of Natural Resources. In 1988, 1996, 2006 and 2016, the tax was renewed by more than two-thirds majority of Missouri voters.



2017

On April 9-10, 2017, Missouri State Parks began a year-long celebration of 100 years of operation. A special kick-off event was held for state parks staff that included the unveiling of a time capsule at Bennett Spring State Park and a video release of the PBS documentary "Wish You Were Here! A Century of Missouri State Parks." A Centennial Passport Program was offered for state park visitors and special commemorative events were held across the state throughout the year.



2020

Today, the state park system includes 91 state parks and historic sites and more than 160,000 acres of land available to the public. The system includes homes of famous Missourians, Civil War battlefields and reminders of yesterday such as gristmills and covered bridges. The state's most outstanding landscapes are preserved for everyone's enjoyment - deep forests, glades, prairies, blue streams and lakes.



To help visitors enjoy their stay, the system offers more than 2,000 structures, 3,772 campsites, 248 cabins, almost 2,000 picnic sites and more than 1,100 miles of trail. These trails include opportunities for hikers, backpackers, bicycle riders, off-road vehicle users and horseback riders. The system boasts the longest developed rails-to-trail project in the nation - the 287.5-mile Katy Trail State Park. Millions of people visit the system annually to hike, camp, fish, discover the past and explore nature.



# Introduction and Survey

## Purpose

A summary park plan is used to communicate an organization's goals to staff, stakeholders and the public. It is used by the agency to shape and guide what an organization is, who it serves, what it does and why it does it, with a focus on the future. Created with the help of staff, stakeholders and the public, the *2020-2024 Summary Park Plan: Making Missouri Memories: Connecting Preservation, Interpretation and Recreation* accomplishes this.

## A Stakeholder-Driven Process and Product

The previous plan covered the years of 2013-2017. The gap in years from the previous plan to the current 2020-2024 plan has allowed Missouri State Parks time to reflect and create a comprehensive summary park plan that includes stakeholder input and team insight. Four online surveys were conducted to collect information regarding the Missouri state park and historic site uses, needs and relevance to the public. The results guided the team in its effort to create the goals and strategies of the current summary park plan.

## Survey Highlights

*The online survey of all Missouri State Parks employees* (response group = 226) allowed the team to evaluate the progress of Missouri State Parks in achieving its objectives; propose objectives that might be missing; propose emphasis for each objective over the next five years; and identify opportunities and challenges affecting future success.

- Highlights: Overall, the team described the performance of state parks and historic sites as “satisfactory” and think Missouri State Parks is performing “good” in satisfying its mission. The team also rated Missouri State Parks as “much better compared to other states,” exemplifying the commitment the team has to creating the best experience possible for the public. Despite staffing shortfalls and other inevitable hurdles, the team continues to be committed to Missouri State Parks’ three-fold mission and pursuit of excellence. By identifying specific objectives that must be emphasized over the next five years, the team plays a major role in moving the management of state parks and historic sites closer to the overall rating of “excellent.”

*Missouri State Parks leadership* was asked to reflect on the staff survey results; consider draft objectives evaluated by staff; propose any revisions, deletions, or additions to these objectives; offer specific strategies or actions by which each of the objectives might be achieved; and identify opportunities and challenges affecting future success.

- Highlights: Leadership generally agreed with the team’s performance appraisal, as well as the team’s recommendations for objectives requiring emphasis in the next five years to pursue excellence. Leadership is also dedicated to exemplary public service, and the need to create objectives that will enhance performance and improve the public experience.

*Online survey of Missouri’s general public*

- Highlights: The public is very familiar with Missouri State Parks. They feel their most enjoyable interest is in nature. The public is also familiar with historic sites and find them to be among the more enjoyable activities in which they are involved. Favorite outdoor activities among the public include camping, boating/water sports and hiking.



**Park Highlight: Wakonda State Park**

In 1960, Mr. Joseph Jaeger Jr., director of parks, requested possible American Indian names to be considered for a new park in Lewis County. Dr. Carl Chapman of the University of Missouri Archaeology Program offered the name of Wakonda, which means something consecrated, referring to the spiritual. It is from the Osage and Missouri Indian tongues.

# Framework

The 2020-2024 Summary Park Plan is a tool to improve state parks and historic sites while providing an enjoyable and memorable experience for the users. There are three questions that must be asked in order to implement and follow through with a successful plan:

1. Where are we now?
2. Where are we going?
3. How are we going to get there?

Many of the stakeholders and team members addressed these questions in the online surveys. From those comments, the team comprised the following core competency areas that will be the focus during the five-year implementation.

1. Resource Stewardship
2. Public Engagement and Connection
3. Memorable Public Experiences
4. Asset/Infrastructure Management and Modernization
5. Internal Leadership and Workforce Development
6. Opportunities

Missouri State Parks developed the framework to focus on each part of the system. Each core competency, in itself, is very important to the overall structure; however, the framework is incomplete unless each part provides opportunities for Missourians and other guests to build memories.

## Park Highlight: Katy Trail State Park

Edward D. (Ted) Jones and his wife Pat, both supporters of the rails-to-trails concept, donated \$200,000 to acquire the Katy railroad corridor. The Jones subsequently donated an additional \$2 million for initial construction of Katy Trail State Park. The Katy Trail would not have been possible without their support.



Katy Trail State Park



This summary park plan is not intended to list all potential initiatives the division may undertake in the next five years, but instead the actions the public and the team have identified as important for supporting and strengthening the system.

The following pages list the core competencies and initiatives Missouri State Parks will strive for in future years. The plan uses a five-year outlook with

actions to reach each year. The yearly progress on each initiative will be evaluated for completion, necessity and relevance.

The document challenges all of us to not only focus on the objective, but to also concentrate on a higher vision of ensuring each part of the program unites to allow wonderful memories to be made in Missouri state parks.

# Implementation

The success of any summary park plan requires the involvement of every team member in order to accomplish the actions set forth. Similar to the framework, each person has to be committed to the implementation in order to provide Missourians and our guests the very best memories.

In order to implement the plan, the team will use the following tools to stay on course:

- Incorporate elements of the plan into team member objectives.
- Each team member takes responsibility to ensure the success of the summary park plan.
- Ensure programming offered during the annual team meetings are aligned with the plan.
- Continue to share the plan with stakeholders, community members and the legislature to assist in collaboration and understanding.
- Publish an annual report with a tracking mechanism to measure the progress of the *2020-2024 Summary Park Plan: Making Missouri Memories: Connecting Preservation, Interpretation and Recreation*.

## Acknowledgments

Thank you to the planning team for all of their hard work, time and dedication to ensure this plan incorporates the needs of the public and the team at Missouri State Parks.

Also, thank you to all of the team members who took the time to participate in the summary park plan survey. Your comments and suggestions helped drive the plan to make Missouri state parks and historic sites a better place to work and visit.



Bothwell Lodge State Historic Site





# CARE *Resource Stewardship*

The preservation and stewardship of natural and cultural resources have been central to the Missouri State Parks mission since its founding days.

Nature is the backdrop for many park memories providing fun and adventure among our forests, fields, prairies, streams, caves and lakes. Missouri's state parks and state historic sites showcase the best of our state's natural heritage by protecting native plants and wildlife in their natural environments; and preserving old-growth and mature natural ecosystems for their recreation, conservation and scenic values.

The park system also protects cultural resources as diverse as Native American village sites, Civil War battlefields, 19th and 20th century mills and mines, New Deal architecture and the homes of Missouri politicians and artists. Historic buildings and structures, archaeological sites and artifacts reveal more than 10,000 years of history related to Missouri and our nation. Preserving and conveying this legacy is important to the understanding of our cultural heritage.

The stewardship and interpretation of these resources help ensure their continued appreciation by future generations.

### CORE COMPETENCY:

Preserve  
Natural  
Resources

### INITIATIVE:

- Cultivate a collaborative, service-focused work environment that encourages professional growth through field experience and continued learning.
- Ensure the Natural Resource Management Plan is implemented at each facility.
- Ensure state park wild areas and Missouri natural areas are maintained for their scientific, educational and historical values.
- Prevent the introduction and spread of invasive species.

### ACTION:

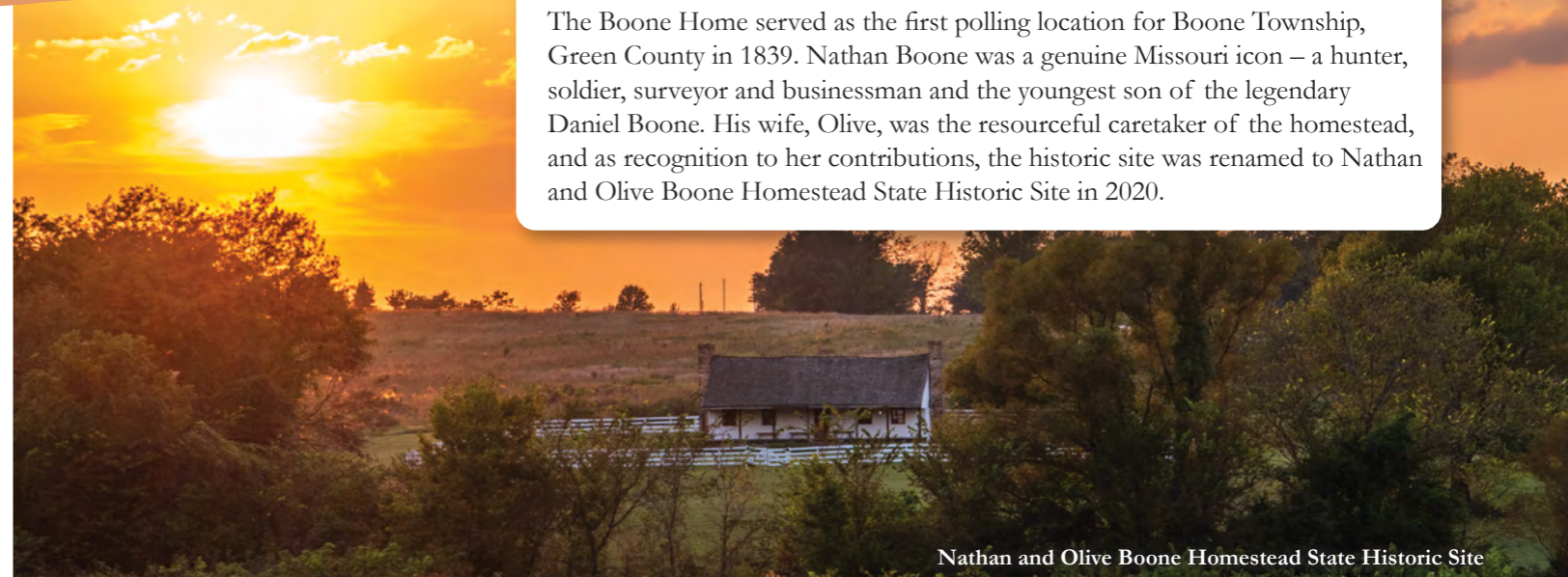
- Implement Natural Resource Knowledge and Continuing Education Standards for park team members, supported by an annual training events calendar.
- Implement projects that meet facility invasive species plan objectives.
- Update and restart a systematic means of evaluating state park wild areas and Missouri natural areas.
- Meet the three-to-five year rotation cycle of prescribed burn units that have been designated for the respective facilities.



Roaring River State Park

## Site Highlight: Nathan and Olive Boone Homestead State Historic Site

The Boone Home served as the first polling location for Boone Township, Green County in 1839. Nathan Boone was a genuine Missouri icon – a hunter, soldier, surveyor and businessman and the youngest son of the legendary Daniel Boone. His wife, Olive, was the resourceful caretaker of the homestead, and as recognition to her contributions, the historic site was renamed to Nathan and Olive Boone Homestead State Historic Site in 2020.



Nathan and Olive Boone Homestead State Historic Site

### CORE COMPETENCY:

Preserve  
Cultural  
Resources

### INITIATIVE:

- Cultivate a work environment for staff with cultural resource stewardship obligations that encourages professional growth through hands-on experience and continued learning.
- Implement a Cultural Resources Management Plan at each facility.
- Improve management of archaeological and historic artifact collections.
- Identify and evaluate historic buildings in order to provide up-to-date condition assessments.

### ACTION:

- Begin drafting a Cultural Resources Management Plan at each facility.
- Update and complete policies, procedures and activities regarding archaeological collections management and continue activities to ensure DNR's Native American Graves Protection and Repatriation Act (NAGPRA) compliance.
- Provide condition assessments of historic buildings using asset management.
- Develop and implement a cultural resource stewardship tracker to ensure facility team members dedicate appropriate effort to collections cataloging and management.
- Host a system-wide, annual Cultural Resources Conference.



Thomas Hart Benton Home and Studio State Historic Site



# CONNECT *Public Engagement and Connection*

Missouri state parks and historic sites are owned by the people of Missouri. Opportunities for people to connect to its recreational resources, experience nature and learn about the state's history should be available to everyone. Team members must reach out and connect to those populations of the public who are unable to take advantage or are unaware of the tremendous resources available within our system.

## CORE COMPETENCY:

Reach underserved communities, increase public engagement and foster personal connections.

## INITIATIVE:

- Support a culture of inclusivity and diversity by identifying underserved communities, reaching out to determine how best to serve them and eliminating barriers to participation.
- Increase public engagement by developing programs that connect all audiences, particularly youth and underserved communities, to the outdoor world through environmental education, stewardship opportunities and project-based learning.
- Foster personal connections by being more inclusive in the stories team members tell when conveying the history of sites within our system.

## ACTION:

- Begin collecting facility-specific demographics through user surveys and compare to community and regional demographics from census and other data sources. Begin identifying barriers to participation through focus groups representing members of under-represented communities.
- Conduct four regional trainings for team members and volunteers on how to connect to different cultural groups.
- Begin researching at the facility level to discover untold stories that have relevance to underserved communities.
- Compile a list of interpretive programs offered throughout the system to share and to identify gaps in programming that need to be developed.
- Inventory and develop a catalog of resources and other interpretive materials and supplies available for loan.



Learn2 Event



Echo Bluff State Park

“To preserve the significant places of beauty and majesty of the very land in which we have our roots; to keep living, accessible, and dynamic the steps of our history; so that a self-understanding patriotism of the highest order will continue to have throughout the future an effortless and natural flow....”

*Freeman Tilden, in his book The Fifth Essence*



Hawn State Park



# EXPERIENCE *Memorable Public Experiences*

When visiting a state park or historic site, visitors expect to have a positive and enjoyable experience. After all, a visit to a Missouri state park or historic site usually occurs while on vacation, a school field trip or some other form of leisure time. A changing society challenges Missouri State Parks to constantly evolve and remain relevant to the public, while creating an environment in which all visitors feel comfortable and safe to make lasting memories.

## CORE COMPETENCY: Deliver quality outdoor recreation and educational experiences

### INITIATIVE:

- Implement innovative and creative strategies to ensure all visitors feel comfortable and safe participating in activities and have full access to interpretive and recreational programs.
- Adapt existing recreation and interpretive programming to ensure everyone has the opportunity to engage in a fully immersive experience.
- Foster partnerships with other recreation providers to expand recreational program offerings.



Kids Fishing Day

### ACTION:

- Coordinate with facility team and partner agencies to determine types of facility-specific programming needed and help with hosting, promoting and marketing special events.
- Conduct focus groups and user surveys of existing users and underrepresented users to determine recreation demands.
- Consult with other organizations and entities to understand and implement industry standards for recreation programming, particularly programming that focuses on vulnerable populations, such as youth, seniors and participants with developmental or physical disabilities.
- Adapt Learn2 programs to meet the needs of participants with physical and mobility issues.
- Provide train-the-trainer and certification training to team members and ensure Missouri State Parks has the required safety equipment to effectively implement programming.

### CORE COMPETENCY:

## Ensure the Safety and Security of Missouri State Parks Team and Visitors

### INITIATIVE:

- Provide a safe and secure experience at all facilities.
- Investigate opportunities to create a safe environment for all trail users.
- Enhance partnerships with stakeholders to increase public safety, citizen awareness and crime prevention.
- Ensure team members and visitors are safe from injury.

### ACTION:

- Identify all facilities that meet the security criteria (perimeter alarms or motion sensors).
- Provide increased law enforcement presence and emergency alert systems.
- Ascertain cost for materials, hardware, software development, mapping costs and ongoing service for security systems.
- Emphasize proactive law enforcement and security patrolling.
- Develop standard operating procedures or risk/safety management plan for programming and events.



State Park Ranger Program

### CORE COMPETENCY:

## Manage and Mitigate Risk

### INITIATIVE:

- Enhance division management of risk and safety issues.
- Increase staff participation to identify and mitigate risk and safety issues.
- Identify risk and safety trends within facilities, regions and division.
- Develop facility risk management plans to identify risk issues and mitigation initiatives.
- Promote safe facility usage by visitors.

### ACTION:

- Provide staff with education and training to create and maintain a safe facility.
- Develop trend analysis from loss reports, law enforcement reports, site safety inspections and staff observations of visitor use patterns to identify risk issues.
- Empower staff to identify, and within their ability, mitigate risk and safety issues.
- Enhance interpretative programs, facility bulletin boards, website, and staff talking points to inform visitors on safely recreating in facilities.



Mastodon State Historic Site



# REJUVENATE *Asset/Infrastructure Management and Modernization*

The Missouri state park system can be described as a collection of small communities. Like many small communities, the Missouri state park system is comprised of various buildings, sewers, water mains and equipment. With 55 parks and 36 historic sites, team members maintain 1,958 buildings across the system. Each of these buildings is connected to multiple other systems, all requiring tracking and repair in order to maintain an effective “small town” system.

An asset management system is a method of collecting information on buildings, infrastructure, and equipment in order for team members to review previous projects, enabling educated decisions about the future of our facilities.



## Site Highlight: Union Covered Bridge State Historic Site

The area received a substantial amount of rain in August 2008, causing the Elk Fork of the Salt River to flood. Staff risked their lives by removing the lower siding on the bridge to allow the stream to flow freely through the understructure of the bridge. This act saved the bridge for future generations.

Union Covered Bridge State Historic Site

### CORE COMPETENCY: Repair and Upgrade Facilities

#### INITIATIVE:

- Ensure facilities have adequate equipment to perform scheduled maintenance.
- Ensure building, grounds and maintenance data is recorded for future strategies.
- Utilize data-driven approaches to form planned Small Maintenance and Repair (SM&R) and Capital Improvements (CI) budgets.

#### ACTION:

- Define the maintenance facility and equipment requirements for each facility.
- Enter basic data into the maintenance journal for buildings and grounds.
- Establish scheduled maintenance standards for maintenance journal.
- Establish objective criteria for the assessment of buildings.
- Field verify current building data in the system.



Thomas Hart Benton Home and Studio State Historic Site

### CORE COMPETENCY: Enhance Asset Management

#### INITIATIVE

- Ensure clearances for cultural, natural and environmental resources are tracked.
- Finish current building and infrastructure asset management module and expand asset management program.

#### ACTION:

- Field verify building and infrastructure systems.
- Create and implement module to track maintenance equipment.
- Create and implement module to address cultural/natural/environmental clearances.



Washington State Park

# LEAD *Internal Leadership and Workforce Development*



Through education and training, Missouri State Parks strives to meet current and future employment needs in order to maintain a sustainable and competitive work environment. To ensure future success, workforce development initiatives will positively influence cultures, attitudes and team potential. Along with these initiatives, internal leadership will continue to enhance communication amongst team members and stakeholders to benefit organizational efforts, creating a stronger and more efficient system.

## CORE COMPETENCY: Increase Team Retention

### INITIATIVE:

- Recognize the Missouri State Parks team for their strong work ethics.
- Cultivate a family-oriented work environment.
- Ensure market competitive salaries for all Missouri State Parks team members.

### ACTION:

- Provide bi-annual recognition to Missouri State Parks team members in each region and central office.
- Make employee recognition easier for nominations to be made (phone, email or standard template).
- Foster relationships with schools, engage community leaders and participate in local events in the surrounding communities.
- Foster a spirit of family by holding team picnics or holiday meals, announcing family events to Missouri State Parks family (i.e., births, passing, marriage), etc.



Weston Bend State Park

## CORE COMPETENCY: Evaluate Team Levels

### INITIATIVE:

- Ensure adequate team members at each facility.

### ACTION:

- Evaluate labor hours needed and labor hours available per facility and develop baseline data.
- Develop strategies to bridge the difference between labor hours needed and labor hours available.
- Submit staffing budget decision to upper management.



Weston Bend State Park

## CORE COMPETENCY: Provide Growth and Learning Opportunities

### INITIATIVE:

- Ensure maintenance and construction teams have access to vocational education and training.
- Emphasize opportunities for team members to further their education and develop the workforce.

### ACTION:

- Identify the core trades-related skills needed within each region to meet the maintenance and repair demands.
- Encourage maintenance workers and construction workers to utilize the tuition reimbursement program to obtain education, training and certification.
- Develop an annual Missouri State Parks leadership academy to focus on the heritage and legacy of Missouri State Parks.
- Develop a program for deputy regional directors or regional directors to provide one-on-one mentorship with new employees.
- Promote and foster the opportunity for team members to work at different parks or sites to assist with events, outreach programs, stewardship projects and major maintenance and repair projects.



Hunter-Dawson State Historic Site



# LEAD *Internal Leadership and Workforce Development*

## CORE COMPETENCY: Increase Internal Communication

### INITIATIVE:

- Promote discussion and transparency among the Missouri State Parks team.
- Ensure technological connectivity and communication availability at all facilities.

### ACTION:

- Create a template to be followed to ensure productive team meetings.
- Seek input and engage teams.
- Identify areas that need improved radio signal and determine the cost for improvements.
- Use webinar technology to conduct bimonthly updates on current topics from the director's office and updates on progress/issues/challenges from field team members.
- Create a Missouri State Parks radio communications budget plan.



Taum Sauk State Park

## CORE COMPETENCY: Develop Guest Evaluation System

### INITIATIVE:

- Implement creative ways to engage the public, team members and stakeholders for feedback to improve the system.

### ACTION:

- Use social media, public meetings, Guest Experience cards and surveys in order reach the public, Missouri State Parks team and stakeholders.
- Initiate an external face-to-face evaluation survey at all parks and sites.
- Improve the public meeting process.



Battle of Carthage State Historic Site



St. Joe State Park



# LEAD *Internal Leadership and Workforce Development*

**CORE COMPETENCY:**  
**Clearly Communicate  
Internal Decisions**

**INITIATIVE:**

- Ensure full-time team members have electronic access for the opportunity to participate in email conversations, surveys, conferences and LinkedIn Learning opportunities.
- Use monthly operating data reports to ensure facilities are fulfilling the public's needs.
- Solicit team input throughout the decision-making processes.

**ACTION:**

- Connect full-time team members electronically.
- Create a standard monthly activity report.



**CORE COMPETENCY:**  
**Implement  
The Missouri Way  
Mindset**

**INITIATIVE:**

- Use Missouri Way training concepts to build advanced management skills for change.

**ACTION:**

- Establish a cross-discipline team of trained facilitators for the Missouri Way training.
- Create a customized Missouri Way training tailored to customer service to be attended by all full-time team members.
- Identify stand-alone, online modules from the Missouri Way training that pertain to Missouri State Parks team.





# GROW Opportunities

Don't wait for the right opportunity... create it. Opportunities to expand and improve customer service exist all around; however, revenue sources and partners are needed to succeed.

The state park system's primary funding source is half of the dedicated one-tenth-of-one-percent Parks, Soils and Water Sales Tax, which provides about 75% of the system's budget. The remainder of our funding comes from camping revenues, concession revenues, souvenir sales and fees. The state park system does not receive general revenue funding and thus must be innovative when looking for ways to preserve our state's most outstanding natural landscapes and cultural landmarks and provide recreational opportunities.

**CORE COMPETENCY:**  
Increase Sustainability

**INITIATIVE:**

- Facilities maximize energy efficiencies and reduce fossil fuel consumption to the extent practical.
- Annually reduce overall facility energy usage by 2 to 5%.
- Reduce plastic, paper and fuel consumption by 2 to 5% annually.
- Increase division and facility recycling efforts by 2 to 5% annually.
- Ensure the division and every facility has a Go Green and reduce energy consumption plan.
- Encourage concession partners to adopt Go Green initiatives within their operations.

**ACTION:**

- Identify partners or businesses for facility-recycled items.
- Develop Go Green best practices and provide regular updates to division staff, concession partners and visitor interpretative programs.
- Promote green products purchasing, i.e., water bottle filling stations.
- Improve energy use tracking, energy reporting and benchmarking efforts.
- Recognize facilities and individual staff who are making positive sustainability efforts.



Prairie State Park



Bennett Spring State Park

**CORE COMPETENCY:**  
Explore New Revenue Sources

**INITIATIVE:**

- Cultivate creative methods for revenue generation.

**ACTION:**

- Develop a licensed logo program to include apparel and vehicle license plates.
- Create a donation campaign at each park or site to raise funds for top priority projects or needs.
- Evaluate the feasibility of instituting a fee schedule at the facility level, which may include paid advertising, food truck space rental, adventure based activities, weddings, reunions, corporate retreats, etc.



St. Joe State Park





# GROW Opportunities

## CORE COMPETENCY: Expand and Secure New Partnerships

### INITIATIVE:

- Expand and support mutually beneficial partnerships (i.e., Missouri State Parks Foundation) to ensure development of appropriate goals to advance the Missouri State Parks mission.
- Garner new opportunities and support through sponsors and partners.
- Broaden volunteer programs at all facilities, including youth volunteer and stewardship programs.

### ACTION:

- Seek and record potential sponsors and partners to assist facilities in outreach and engagement initiatives, advertising, capital improvement projects, special events and donations.
- Engage with community and local civic service organizations.
- Advertise existing partnerships to garner new opportunities and support.



Bennett Spring State Park

## CORE COMPETENCY: Engage Stakeholders

### INITIATIVE:

- Garner stakeholder support through engagement opportunities at Missouri state parks and historic sites.

### ACTION:

- Update park data sheets annually.
- Develop regional familiarization (FAM) tours and events for stakeholders, their staff and families.
- Invite stakeholders and their staff to park/site for a private tour of the facilities.



Deutschheim State Historic Site

## CORE COMPETENCY: Maximize and Manage Existing Revenue Sources

### INITIATIVE:

- Offer opportunities for visitors and businesses to provide donations and services to the Missouri State Parks system as they choose.
- Ensure our rates, services and funding opportunities, including revenue bonds and grants, remain competitive, yet reasonable.
- Provide visitors the best and most convenient amenities through enhanced services, including online services and concessions.
- Ensure all facilities comply with the standard operating procedures for revenue collection.

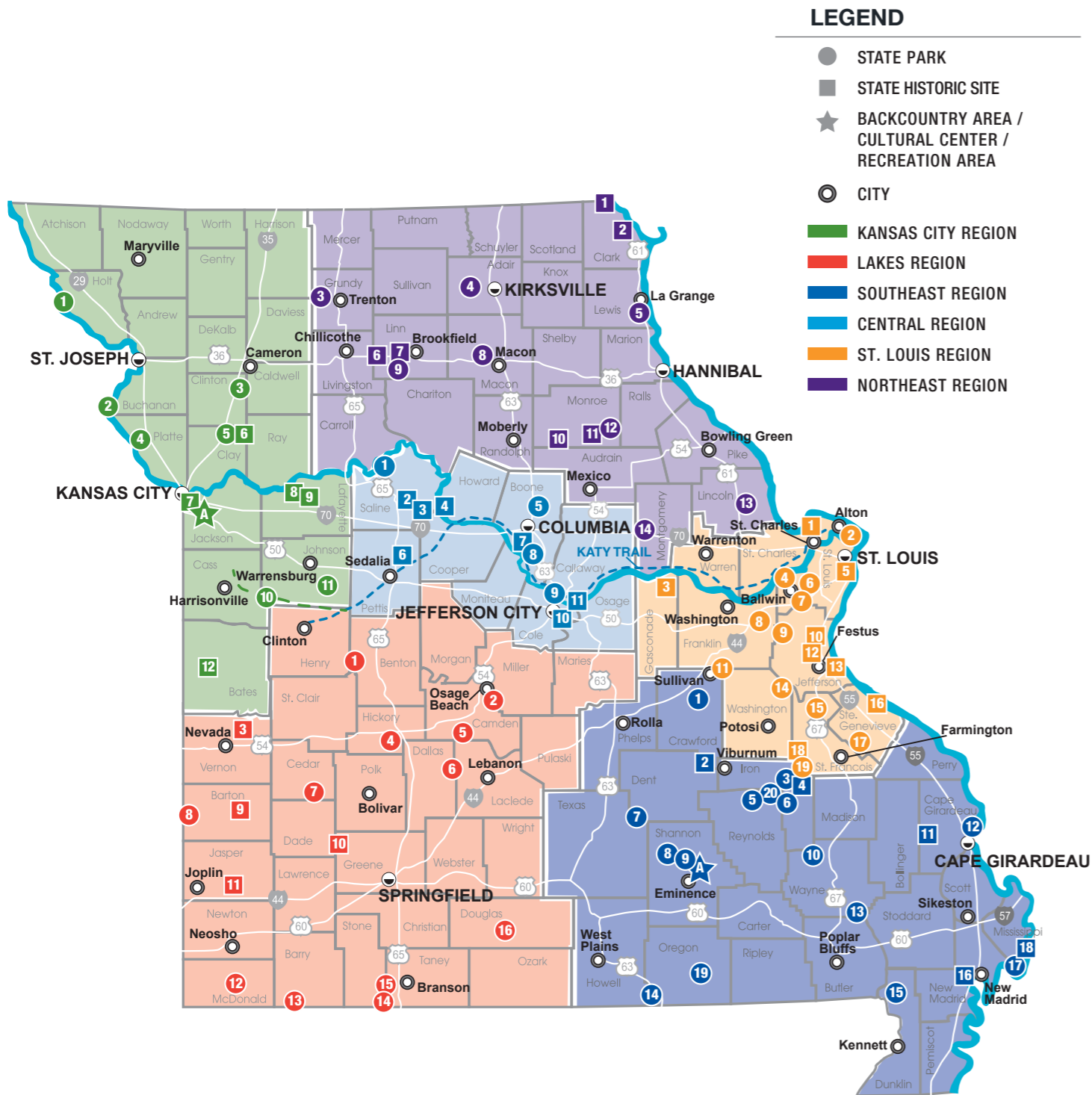
### ACTION:

- Offer services to park visitors via permitted vendors, while capturing a permit fee from the vendor (i.e., food trucks, bike repair service, bike rental along the Katy Trail).
- Offer “+” Tours – tours for a fee, offering a behind-the-scenes view of a site, above and beyond the typical tour.
- Offer online equipment rental (bike, kayak, etc.).
- Offer the ability to purchase firewood while making a reservation, and expand firewood lot hours.
- Expand the online store to include site specific items and explore the potential to ship items from the facility.



Echo Bluff State Park

# Missouri State Parks Marketing Regions



**LEGEND**

- STATE PARK
- STATE HISTORIC SITE
- ★ BACKCOUNTRY AREA / CULTURAL CENTER / RECREATION AREA
- CITY
- KANSAS CITY REGION
- LAKES REGION
- SOUTHEAST REGION
- CENTRAL REGION
- ST. LOUIS REGION
- NORTHEAST REGION

## Kansas City Region

- 1 Big Lake State Park
- 2 Lewis and Clark State Park
- 3 Wallace State Park
- 4 Weston Bend State Park
- 5 Watkins Mill State Park
- 6 Watkins Woolen Mill State Historic Site
- 7 Thomas Hart Benton Home and Studio State Historic Site
- 8 Battle of Lexington State Historic Site
- 9 Confederate Memorial State Historic Site
- 10 Knob Noster State Park
- 11 Katy Trail – Rock Island Spur
- 12 Battle of Island Mound State Historic Site
- ★ Bruce R. Watkins Cultural Heritage Center

## Northeast Region

- 1 Battle of Athens State Historic Site
- 2 Ilinewek Village State Historic Site
- 3 Crowder State Park
- 4 Thousand Hills State Park
- 5 Wakonda State Park
- 6 Locust Creek Covered Bridge State Historic Site
- 7 Gen. John J. Pershing Boyhood Home State Historic Site
- 8 Long Branch State Park
- 9 Pershing State Park
- 10 Union Covered Bridge State Historic Site
- 11 Mark Twain State Park
- 12 Mark Twain Birthplace State Historic Site
- 13 Cuivre River State Park
- 14 Graham Cave State Park

## Central Region

- 1 Annie and Abel Van Meter State Park
- 2 Sappington Cemetery State Historic Site
- 3 Arrow Rock State Historic Site
- 4 Boone's Lick State Historic Site
- 5 Finger Lakes State Park
- 6 Bothwell Lodge State Historic Site
- 7 Jewell Cemetery State Historic Site
- 8 Rock Bridge Memorial State Park
- 9 Katy Trail State Park
- 10 Missouri State Museum/ Jefferson Landing State Historic Site
- 11 Clark's Hill/Norton State Historic Site

## Lakes Region

- 1 Harry S Truman State Park
- 2 Lake of the Ozarks State Park
- 3 Osage Village State Historic Site
- 4 Pomme de Terre State Park
- 5 Ha Ha Tonka State Park
- 6 Bennett Spring State Park
- 7 Stockton State Park
- 8 Prairie State Park
- 9 Harry S Truman Birthplace State Historic Site
- 10 Nathan and Olive Boone Homestead State Historic Site
- 11 Battle of Carthage State Historic Site
- 12 Big Sugar Creek State Park
- 13 Roaring River State Park
- 14 Table Rock State Park
- 15 Ozark Mountain State Park (undeveloped)
- 16 Bryant Creek State Park (undeveloped)

## St. Louis Region

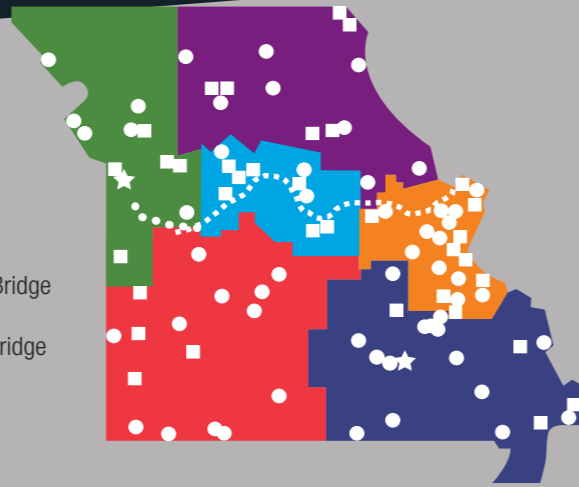
- 1 First Missouri State Capitol State Historic Site
- 2 Edward "Ted" and Pat Jones-Confluence Point State Park
- 3 Deuschheim State Historic Site
- 4 Dr. Edmund A. Babler Memorial State Park
- 5 Scott Joplin House State Historic Site
- 6 Castlewood State Park
- 7 Route 66 State Park
- 8 Robertsville State Park
- 9 Don Robinson State Park
- 10 Mastodon State Historic Site
- 11 Meramec State Park
- 12 Sandy Creek Covered Bridge State Historic Site
- 13 Gov. Daniel Dunklin's Grave State Historic Site
- 14 Washington State Park
- 15 St. Francois State Park
- 16 Felix Vallé House State Historic Site
- 17 Hawn State Park
- 18 Missouri Mines State Historic Site
- 19 St. Joe State Park

## Southeast Region

- 1 Onondaga Cave State Park
- 2 Dillard Mill State Historic Site
- 3 Elephant Rocks State Park
- 4 Battle of Pilot Knob State Historic Site
- 5 Johnson's Shut-Ins State Park
- 6 Taum Sauk Mountain State Park
- 7 Montauk State Park
- 8 Current River State
- 9 Echo Bluff State Park
- 10 Sam A. Baker State Park
- 11 Bollinger Mill State Historic Site
- 12 Trail of Tears State Park
- 13 Lake Wappapello State Park
- 14 Grand Gulf State Park
- 15 Morris State Park
- 16 Hunter-Dawson State Historic Site
- 17 Big Oak Tree State Park
- 18 Towosahgy State Historic Site
- 19 Eleven Point State Park (undeveloped)
- 20 Jay Nixon State Park (undeveloped)
- ★ Roger Pryor Pioneer Backcountry

# Highlights within the State Parks System

- 1923 Arrow Rock State Historic Site
- 1924 Bennett Spring State Park
- 1924 Mark Twain State Park
- 1924 Mark Twain Birthplace State Historic Site
- 1926 Montauk State Park
- 1926 Sam A. Baker State Park
- 1927 Meramec State Park
- 1928 Roaring River State Park
- 1932 Big Lake State Park
- 1932 Annie and Abel Van Meter State Park
- 1932 Wallace State Park
- 1932 Washington State Park
- 1934 Lewis and Clark State Park
- 1937 Dr. Edmund A. Babler Memorial State Park
- 1937 Big Oak Tree State Park
- 1937 Pershing State Park
- 1938 Crowder State Park
- 1946 Cuivre River State Park
- 1946 Knob Noster State Park
- 1946 Lake of the Ozarks State Park
- 1952 Thousand Hills State Park
- 1952 Confederate Memorial State Historic Site
- 1952 Gen. John J. Pershing Boyhood Home State Historic Site
- 1955 Hawn State Park
- 1955 Johnson's Shut-Ins State Park
- 1956 Lake Wappapello State Park
- 1957 Trail of Tears State Park
- 1957 Harry S Truman Birthplace State Historic Site
- 1958 Battle of Lexington State Historic Site
- 1959 Table Rock State Park
- 1960 Pomme de Terre State Park
- 1960 Wakonda State Park
- 1960 Boone's Lick State Historic Site
- 1960 First Missouri State Capitol State Historic Site
- 1964 Graham Cave State Park
- 1964 St. Francois State Park
- 1964 Watkins Mill State Park
- 1964 Watkins Woolen Mill State Historic Site
- 1965 Gov. Daniel Dunklin's Grave State Historic Site
- 1967 Elephant Rocks State Park
- 1967 Rock Bridge Memorial State Park
- 1967 Bollinger Mill State Historic Site
- 1967 Hunter-Dawson State Historic Site
- 1967 Towosahgy State Historic Site
- 1967 Union Covered Bridge State Historic Site
- 1968 Locust Creek Covered Bridge State Historic Site
- 1968 Sandy Creek Covered Bridge State Historic Site
- 1968 Battle of Pilot Knob State Historic Site
- 1969 Stockton State Park
- 1970 Felix Vallé House State Historic Site
- 1970 Jewell Cemetery State Historic Site
- 1970 Sappington Cemetery State Historic Site
- 1973 Finger Lakes State Park
- 1974 Bothwell Lodge State Historic Site
- 1974 Castlewood State Park
- 1975 Battle of Athens State Historic Site
- 1976 Mastodon State Historic Site
- 1976 Harry S Truman State Park
- 1976 St. Joe State Park
- 1976 Missouri Mines State Historic Site
- 1976 Jefferson Landing State Historic Site
- 1977 Dillard Mill State Historic Site
- 1977 Thomas Hart Benton Home and Studio State Historic Site
- 1978 Ha Ha Tonka State Park
- 1978 Deutschheim State Historic Site
- 1979 Robertsville State Park
- 1980 Prairie State Park
- 1980 Weston Bend State Park
- 1982 Onondaga Cave State Park
- 1983 Long Branch State Park
- 1983 Scott Joplin House State Historic Site
- 1984 Grand Gulf State Park
- 1984 Osage Village State Historic Site
- 1987 Katy Trail State Park
- 1990 Battle of Carthage State Historic Site
- 1991 Nathan and Olive Boone Homestead State Historic Site
- 1991 Taum Sauk Mountain State Park
- 1992 Big Sugar Creek State Park
- 1992 Illiniwek Village State Historic Site
- 1997 Route 66 State Park
- 2000 Morris State Park
- 2001 Edward "Ted" and Pat Jones – Confluence Point State Park
- 2002 Clark's Hill/Norton State Historic Site
- 2007 Current River State Park
- 2008 Battle of Island Mound State Historic Site
- 2012 Rock Island Spur
- 2013 Don Robinson State Park
- 2013 Echo Bluff State Park
- 2016 Bryant Creek State Park
- 2016 Ozark Mountain State Park
- 2016 Jay Nixon State Park
- 2016 Eleven Point State Park

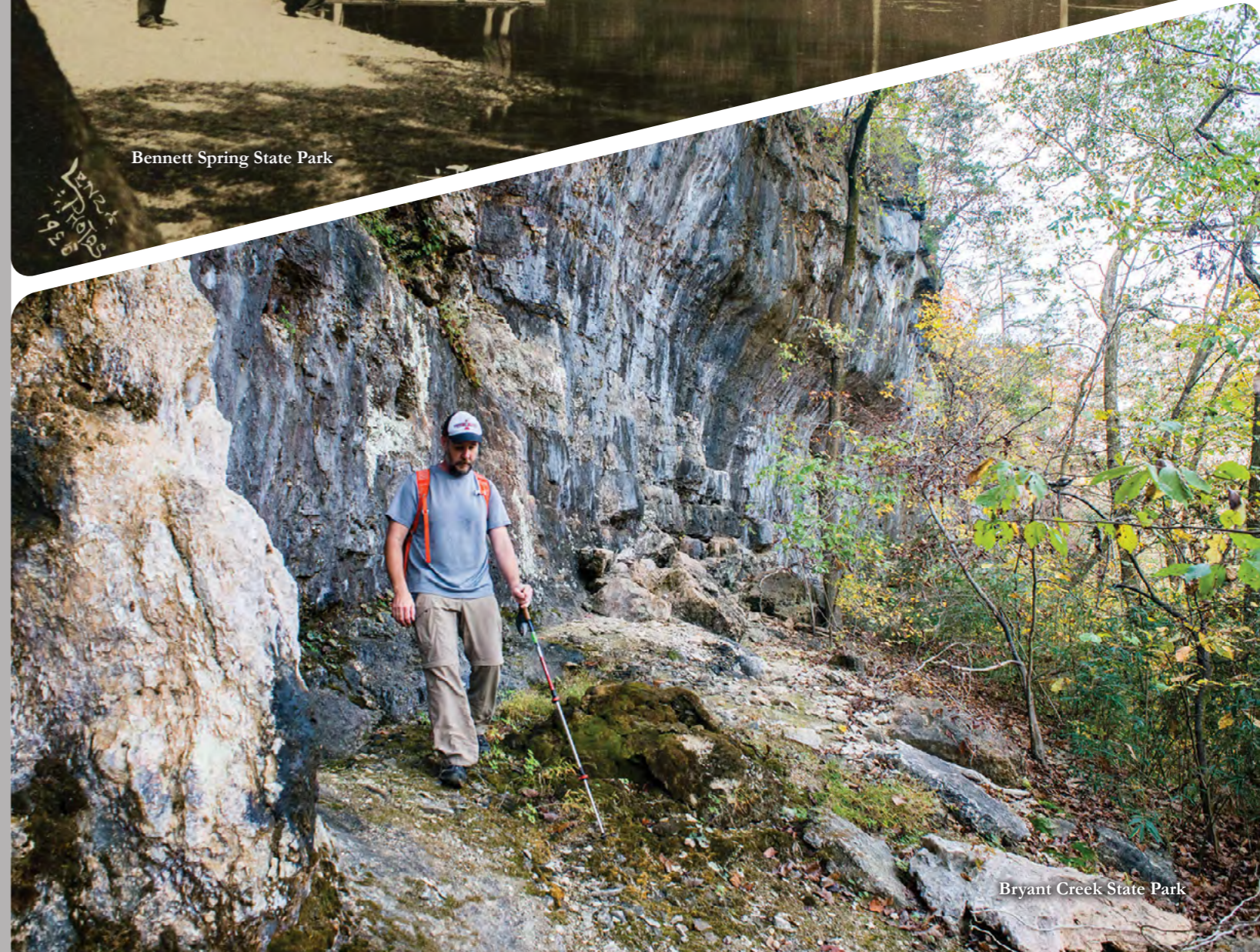


**LEGEND**

- State Park
- State Historic Site
- ★ Backcountry Area / Cultural Center
- ..... Katy Trail State Park
- Rock Island Spur
- Kansas City Region
- Lakes Region
- Southeast Region
- Central Region
- St. Louis Region
- Northeast Region



Bennett Spring State Park



Bryant Creek State Park

# Administration & Summary Park Plan

## Committee Members

### Director's Office

David Kelly  
*Division Director*  
Laura Hendrickson  
*Deputy Director-Operations*  
Brian Stith  
*Deputy Director-Resources*

### Northern Region

Dustin Webb  
*Regional Director, Northern Region*  
Matt Carletti  
*Deputy Regional Director, Northern Region-West*  
Melanie Robinson-Smith  
*Deputy Regional Director, Northern Region-South*  
Brett Barnes  
*Deputy Regional Director, Northern Region-East*

### Eastern Region

Greg Combs  
*Regional Director, Eastern Region*  
Kevin Albrecht  
*Deputy Regional Director, Eastern Region-North*  
Alex Kovac  
*Deputy Regional Director, Eastern Region-Central*  
Maria Potter  
*Deputy Regional Director, Eastern Region-South*

### Ozark Region

Vacant  
*Regional Director, Ozark Region*  
Adam Enboden  
*Deputy Regional Director, Ozark Region-North*  
Kim Todey  
*Deputy Regional Director, Ozarks Region-Southeast*  
Justin Adams  
*Deputy Regional Director, Ozarks Region-West*

### Business Services Program

Kenda Sanders  
*Program Director, Business Services Program*

### Cultural Resources Management Program

Michael Ohnerson, Ph.D.  
*Program Director, Cultural Resource Management Program*

### Grants, Recreation & Interpretation Program

Dawn Fredrickson  
*Program Director, Grants, Recreation & Interpretation Program*

### Natural Resources Management Program

Ken McCarty  
*Program Director, Natural Resource Management Program*

### Planning & Development Program

Terry Bruns  
*Program Director, Planning & Development Program*  
Ryan Dunwoody  
*Planner III, Planning & Development Program*  
Carrie Wolken  
*Planner III, Planning & Development Program*

### State Historic Preservation Office

Toni Prawl, Ph.D.  
*Program Director, State Historic Preservation Office*

### State Park Ranger Program

Tom Dresner  
*Colonel, State Park Ranger Program*  
Josh Campbell  
*Major, State Park Ranger Program*

### Visitor Services Program

Stacy Bandelier  
*Program Director, Visitor Services Program*

### Statewide Partners



Missouri Parks Association



Missouri State Parks Foundation

### Concession Partners

Bennett Spring State Park  
*MO Parks, Inc.*  
Echo Bluff State Park  
*Guest Services Management, L.L.C. |*  
Elephant Rocks State Park  
*Dickey Farm Supply, Inc. / The MAE@ Elephant Rocks*  
Harry S Truman State Park  
*Gladson and Associates, L.L.C.*  
Lake Ozark State Park-Marina  
*WFO Waverunner, Inc*  
Lake Wappapello State Park  
*Breakin' Waves Rentals, L.L.C.*  
Meramec State Park  
*Meramec Concession Inc.*  
Montauk State Park  
*Ortega National Parks, LLC/Montauk ONP, LLC*

Pomme de Terre State Park  
*MOFunParks, L.L.C*  
Roaring River State Park  
*MO Parks, Inc.*  
Sam A. Baker State Park  
*Sam Baker Concessions, Inc.*  
Sedalia/Katy Depot  
*Sedalia Heritage Foundation, Inc.*  
Stockton State Park  
*Maneka Corporation*  
Table Rock State Park  
*Starboard Corporation*  
Thousand Hills State Park  
*Kolb Concession, L.L.C.*  
Washington State Park  
*Missouri Park Adventures, L.L.C.*



**MISSOURI**  
DEPARTMENT OF  
NATURAL RESOURCES

Division of State Parks

PO Box 176 | Jefferson City MO 65102 | [mostateparks.com](http://mostateparks.com)

