

# Kentucky State Parks Financial and Operations Strategic Plan

Kentucky Tourism, Arts, and Heritage Cabinet





“Leadership can be thought of as a capacity to define oneself to others in a way that clarifies and expands a vision of the future.”♦

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♦ Edwin H. Friedman

## ACKNOWLEDGMENTS

The Kentucky State Parks *Financial and Operations Strategic Plan* was developed by the Tourism, Arts, and Heritage Cabinet and the Kentucky Department of Parks with the technical assistance and design help of PROS Consulting, LLC, The Dorn Group Ltd., and ETC/Leisure Vision Institute. Special thanks go to the many residents, park users, and community leaders for their insight and support throughout the duration of this study.

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## **LETTER OF TRANSMITTAL**

**May 18, 2010**

**Commonwealth of Kentucky  
Secretary Marcheta Sparrow  
Tourism, Arts, and Heritage Cabinet**

**Reference: Final Report – Kentucky State Parks *Financial and Operations Strategic Plan***

**Dear Secretary Sparrow:**

**PROS Consulting is pleased to present the final report of the 2010 *Financial and Operations Strategic Plan* for Kentucky State Parks. This plan is meant to reflect the needs and desires of the residents of Kentucky, the out of state users of Kentucky State Parks, the best practices of the industry, and the recommendations of the consultant team. A significant amount of public input, innovative analysis, discussion and dialogue went into formulating the plan, and as such, the recommendations that were formed out of the planning process mirror the needs that are deemed necessary to improve the operational sustainability of the state park system, and to regain the acclaim as being the “nation’s finest state parks.” The many recommendations of this plan are part of a comprehensive analysis and include actions that address immediate needs, as well as ones that are meant to be implemented long term. PROS Consulting is honored to have worked with you, the staff of the Department of Parks, and the leadership of the Commonwealth in this process.**

**Sincerely,  
PROS Consulting LLC  
Leon Younger  
President**

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## EXECUTIVE SUMMARY

On this 85<sup>th</sup> year of the Kentucky State Parks System, the PROS Consulting Team of PROS Consulting LLC, the Dorn Group Ltd., and ETC Institute/Leisure Vision have been contracted by the Kentucky Tourism, Arts, and Heritage cabinet to complete a *Financial and Operations Strategic Plan* for Kentucky State Parks. This project has included a thorough assessment of facilities, services, infrastructure, management practices, finances, and the workforce, as well as an organizational and facility needs analysis to determine the specific changes in the system to improve its ability to meet the demands of Kentucky residents and predominant users, and a performance improvement plan detailing short-term tactics for bettering the operating conditions of Kentucky State Parks.

This report summarizes the prevailing recommendations of the *Financial and Operations Strategic Plan*, and focuses on both short term performance improvement measures and sustainable practices across multiple areas of operations of the Kentucky State Park System (“System”). Most importantly, however, these recommendations are targeted at sustainable financial and management practices, sustainable practices for maintaining and improving the quality of assets, and a sustainable approach to maintaining high quality state parks in Kentucky over the next 10 to 15 years.

## GOALS OF THE FINANCIAL AND OPERATIONS STRATEGIC PLAN

The goals of the *Financial and Operations Strategic Plan* are to:

1. Perform a “top-to-bottom” review of the Kentucky State Park System for purposes of evaluating and re-energizing the organizational priorities, methods, means, and outcomes of the agency.
2. Improve the condition of facilities, assets, and amenities to be aligned with the standards of a high quality state park system.
3. Sustainably maintain the quality and integrity of Kentucky State Park operations while also streamlining current operations through means of greater efficiency in operational expenses and improved earned revenues.
4. Reposition the Kentucky State Park System in its appropriate markets so that it proactively meets user demands and interests, and utilized sustainable business practices.
5. Identify additional resources to support operations of Kentucky State Parks, independent of action required by the General Assembly.
6. Sustain a revitalized management and organizational culture to support greater accountability, engagement, and training.

## SITUATIONAL SUMMARY

The Kentucky State Parks System is comprised of 52 total parks, 17 resort parks, 24 recreation parks, 11 historical sites, 19 golf courses, over 250 miles of trails, 15 marinas, 2,600 improved campsites, 24 swimming pools, and 11 outdoor swimming beaches on rivers and/or lakes. This extensive system was at one time deemed “the nation’s finest” state park system, but has declined over the last 25 years due to insufficient funding to keep up with asset and programmatic demands, and a deteriorated culture of accountability to high performance outcomes.

The original intent of the Kentucky State Park System was to stimulate economic development in rural areas through tourism, to provide quality recreation opportunities for residents and visitors throughout the Commonwealth, and to preserve and interpret Kentucky’s significant natural, cultural, and historic

resources. In conjunction with the 85<sup>th</sup> anniversary of the System, Kentucky State Parks embarked on a thorough review of its operations to identify opportunities for improvement. It is critical for the System to get back to its roots and to emerge as a consistent and accessible venue for Kentuckians to get outdoors and practice healthy lifestyles. This will require all aspects of the System to modernize to the 21<sup>st</sup> century user, upgrade its outreach to the public, and enhance the quality of experiences provided at our state parks.

The challenges faced by the system to improve its operating circumstances and sustainability include substantial budget shortfalls the Commonwealth is facing on the whole, a politically charged environment in which to make potentially controversial decisions, administrative constraints to traditional methods of reducing operational costs, and limited opportunities to improve revenue and funding streams.

During the exhaustive review of cost cutting measures for Kentucky State Parks, research indicated that, in most cases, permanent state parks closure was not an option. At the request of Cabinet Secretary Marcheta Sparrow, the Office of Legal Counsel for the Tourism, Arts and Heritage Cabinet conducted a deed review of approximately 28 state parks. The research showed that deed restrictions or funding source requirements used to acquire or improve parklands dictated that decisions concerning closure and/or transfer of those properties must be made on a case by case basis.

An example of a funding restriction is where Federal Land and Water Conservation Funds are used to acquire or develop property. Properties that benefit from these types of funds must be operated and maintained within the rules set forth by the Federal Government. However, the Department of Parks could likely transfer a park to another entity as long as it is still used for a public purpose as in the case of Ben Hawes State Park where local government has expressed a desire to take over management. An example of a deed restricted property is Jefferson Davis State Park. The deed to that property clearly shows a restriction saying the Commonwealth must hold the land in perpetuity.

Kentucky State Parks continue to provide great benefits to both the local and state economies. These parks provide employment and recreational opportunities that positively impact the economies of counties that have few other economic drivers. The economic impact of each park both on the county and the state economies in 2008 is provided in detail in Appendix E of this report, illustrating that more than \$840 million was contributed in 2008 to the state's economy directly due to the Kentucky State Park System.

## SUMMARY OF KEY RECOMMENDATIONS

The following 13 key recommendations of this *Financial and Operations Strategic Plan* capture the prevailing long term strategies to maintain improved performance of the System. While there are key findings listed within each sub-report that may not appear in this summary, the following are the key to meet and maintain the standards and practices of the "nation's finest" state park system.

### 1. The "Nation's Finest State Park System" = "Nation's Finest State Park Agency"

The nation's finest system of state parks will be the result of the nation's finest state park agency. To achieve a higher standard of excellence the organization must improve the way the agency operates on a daily basis.



**2. Address Key Areas of Poor Performance**

There are a number of areas of Kentucky State Park operations that need to dramatically improve performance in order for the System to grow into its potential. Addressing these key areas of state park operations that are strongly contributing to current financial circumstances of the agency will provide the milestones for reducing the annual operating expenses, as well as set the stage for the long term strategies of improving the System's sustainability.

**3. Change Must be Lasting**

Change management in any system or organization is far more easily said than done. Many of the recommendations outlined in the *Financial and Operations Strategic Plan* require substantial change in how the System is structured, and also how it operates. The facilities and assets are deteriorating faster than resources can be made available to improve them, programs and services have evolved to be out of touch with the public's interests and needs, and the cost of doing business outpaces the combined sum of earned revenues and state funding.

**4. Cultural Shift in Business Practices**

The culture shift from an effort-based culture to an outcome-based culture must be fully integrated into the business practices of the System. Current policies and practices that may be traditional to the System but do not produce viable business outcomes must be evaluated for their appropriateness in the "new normal" of Kentucky State Parks.

**5. Additional Funding Resources**

The Consultant Team recognized early in the *Financial and Operations Strategic Plan* project that there were insufficient resources available to address all of the operational requirements of Kentucky State Parks. Specifically, there are additional resources required to support capital repair and replacement for long term asset maintenance, to support progressive marketing and promotions that keep the System and its opportunities "fresh" among the user market, and resources to support the training and development of employees.

**6. Plan Programs and Services to Better Meet User Needs and Interests**

There are two basic purposes behind programs and services associated with the Kentucky State Park System – attracting visitation and usage of key facilities, and adding value to the experiences of people already visiting the parks or using key facilities. In particular, programs should have a strong relationship with driving traffic to overnight facilities and lodges, and providing value added experiences to overnight guests. Additionally, managing services to improve the quality of service needs to be addressed. An example of this includes at select parks having liquor sales "by the drink". It has proven in peer park systems that this service can dramatically improve meeting bookings and overall volume, attract and grow special events, support golf course amenities, and better serve the traveling public.

**7. Sales Approach to Marketing**

It is common among public park agencies that effective marketing is either misunderstood, under-resourced, or both. Traditional marketing in public park agencies is typically the hallmark of an effort-based culture. While increased reputation and market exposure are great value-added benefits from marketing, these are not the intent of promotional investment. The end goal of marketing is to produce sales.

**8. Capital Project Prioritization**

One of the great challenges for state park systems is to effectively identify and prioritize capital projects, including capital repair, replacement, and new development projects. Kentucky State Parks should strive to implement a standard process for identifying, evaluating, and prioritizing capital projects that address these complexities, but do not allow these issues to detract from the primary goal – the efficient maintenance and improvement of assets to meet the needs of the public and to reflect a high quality state park system.

**9. Leveraging Resources**

While there are opportunities for streamlining expenses and increasing earned revenues, the System should also be seeking innovative ways in which to leverage resources of other public entities, service providers, and potential private sector partners. The intent of leveraging resources is to perform necessary functions or pursue best practices for state park operations while sharing the burden of costs with invested stakeholders that are linked to the outcomes of those efforts.

**10. Brand Management**

The benefits of managing strong brand equity include creating an advantage to charge premium prices for select services, to lower marketing costs, and to offer greater opportunities for sales. In order to improve the resonance and perceived value of the Kentucky State Parks brand in the market, more aggressive brand management techniques are recommended. Creating stronger brand equity is critical for energizing the market position of the System.

**11. Increased Revenues from Current Users**

Similar to the adage in marketing that “it is cheaper to keep a current customer than it is to attract a new one,” it is more efficient to seek increased revenues from existing users before working for revenues from new customers. The recommendations contained herein detail specific strategies for increasing revenues from existing users through a combination of different fee and price adjustments. Some of these are likely to be more controversial than others, but all are important in creating a System that has financially sustainable policies and practices for insuring the long-term availability of high quality state park assets and experiences in Kentucky.

**12. Effective Policy Management**

The changes necessary to create a more financially sustainable future for Kentucky State Parks will require stronger internal policies that institutionalize the principles of a stronger business management model.

**13. Legacy Programming**

Kentucky State Parks needs legacy programming that establishes enduring themes and perceived quality for visitor experiences. These programs are best organized into themed categories, and designed to fit the unique attributes of parks throughout the System. These programs should also be designed to introduce the public to the benefits of outdoor recreation, the diversity of experiences available at Kentucky State Parks, and best practices in natural and cultural resource stewardship.



## KEY RECOMMENDATIONS

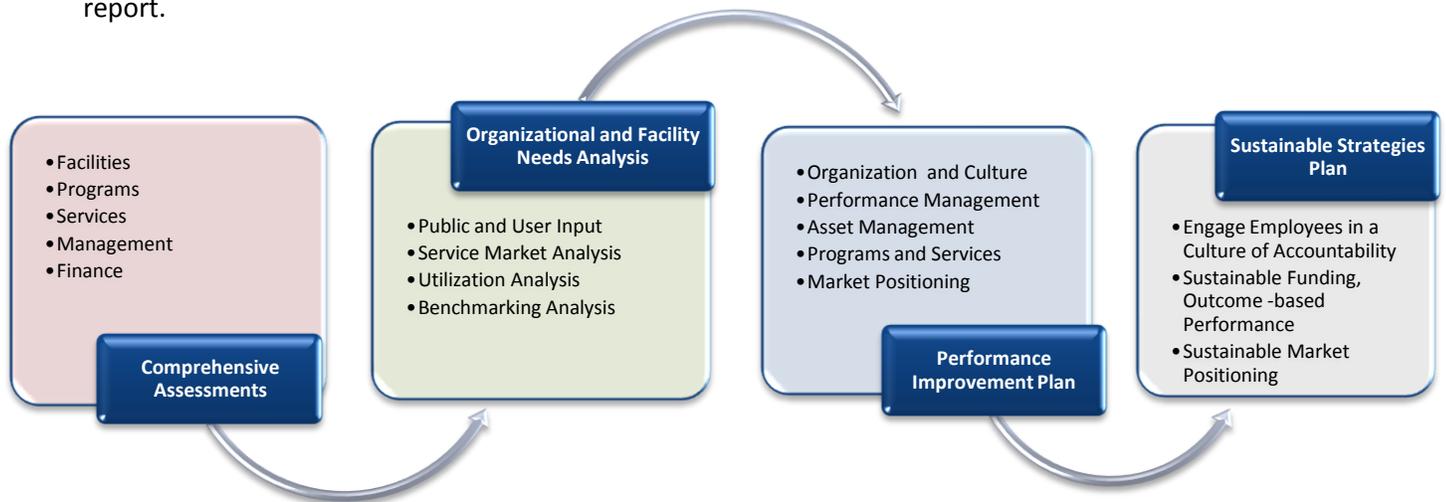
There were 13 key recommendations developed and refined to achieve the goals of this *Financial and Operations Strategic Plan*. The process that led to these recommendations, as well as a quick review of the vision and mission statement exercise the Consultant Team facilitated with leadership of the Kentucky Cabinet of Tourism, Arts and Heritage, and Kentucky Department of Parks is detailed within this section of the report.

### PROCESS OF THE FINANCIAL AND OPERATIONS STRATEGIC PLAN

The process that led to the recommendations contained within the *Financial and Operations Strategic Plan* included scaffolded analyses that built toward the iterative development of best practices that are best suited and relevant for Kentucky State Parks. This included an extensive review of current operating conditions and circumstances, statistically valid public need and interest surveys conducted both among residents within the Commonwealth and state park users that reside outside of Kentucky, analyses of utilization and capacity, market trends and pressures, and industry best practices.

Performance improvement recommendations were developed as a comprehensive action plan for producing near-term outcomes that meet the goals of performance improvement established by the leadership of state parks, the Tourism, Arts and Heritage Cabinet, and the Governor's Office. The subsequent recommendations detail how these performance improvement initiatives can be sustained in the long term, as well as addresses goals for improving Kentucky State Parks that require a longer timeframe to bring to fruition.

The diagram below illustrates how this process unfolded to produce the recommendations of this report.



### ORGANIZATION OF RECOMMENDATIONS

Recommendations throughout the *Financial and Operations Strategic Plan* are organized as follows:

1. **Performance Improvement Recommendations** – A summary of recommendations outlined in the next 12 months to five years for improving the financial performance of Kentucky State Parks by cutting operational expenses while elevating the quality of services.

2. **Organizational Strategies** – Recommendations to pursue and achieve long term organizational excellence, strategic growth opportunities, and improvement of market position.
3. **Land Management Strategies** – Recommendations to maintain improved site conditions and land management practices of the System.
4. **Facility Management Strategies** – Recommendations to maintain improved facility conditions and asset management practices of the System.
5. **Funding and Resource Strategies** – Recommendations to sustain improved financial and budgetary management practices of the System, as well as investigate and identify leading opportunities for additional funding support.

## VISION FOR KENTUCKY STATE PARKS

The Consultant Team worked directly with leadership of the Kentucky Cabinet of Tourism, Arts and Heritage, as well as Kentucky Department of Parks to assemble a representative cross-section of staff of both the Cabinet and Parks Department for a work session focused on developing a renewed vision and mission for the agency. This work session included staff and personnel that ranged from 30 years experience to less than six months at the agency, from executive leadership to local park management, and from those with extensive experience in the private sector to those who have worked predominantly in the public sector.

The following draft Vision for Kentucky State Parks was developed:

*The Vision for Kentucky State Parks is to provide quality recreation and hospitality experiences for people of all ages that enhance their appreciation for adventure, fun, education, and beauty through responsible stewardship of our Commonwealth's natural, historic, cultural, and financial resources, and with a professional staff committed to excellent service for our guests.*

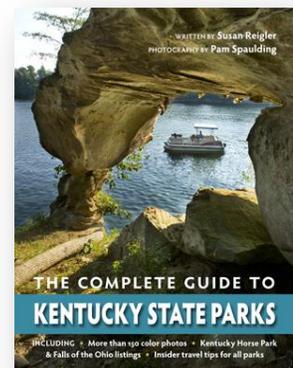
## MISSION OF KENTUCKY STATE PARKS

As noted above, the Consultant Team and assembled work group worked to develop a draft mission statement for Kentucky State Parks that is a modern representation of the priorities and obligations of the agency. While a vision describes what the System desires to be known for, the mission statement details how the agency intends to achieve that vision.

The following draft Mission of Kentucky State Parks was developed:

*The Mission of Kentucky State Parks is to provide a sustainable system of parks that delivers quality programs, amenities, and services which create memorable experiences and a sense of place, contributes to the economic growth of the Commonwealth, and preserves the historic and natural integrity, and traditions of our parks for existing and future generations.*

**Recently completed (June 2009) Kentucky State Parks guide written by Susan Reigler and photography by Pam Spaulding. Published by the University Press of Kentucky.**



**KEY RECOMMENDATIONS**

The following key recommendations of this *Financial and Operations Strategic Plan* capture the prevailing long term strategies to maintain improved performance of the System. While there are key findings listed within each sub-report that may not appear in this summary, the following represent the most pressing and predominant recommendations for Kentucky State Parks to be addressed in order to meet and maintain the standards and practices of the “nation’s finest” state park system.

The sustainable strategies these recommendations address are:

1. Increase Supporting Resources
2. Increase Usage of Key Amenities
3. Eliminate Outdated Practices
4. Maintain High Quality Sites and Assets
5. Establish Strong Market Position

Achieving sustained outcomes in each of these areas of focus will result in the tremendous growth in the quality and reputation of the Kentucky State Park System. The ten key recommendations that follow address one or more of these areas of focus, which is demonstrated in the matrix below.

|   | Increasing Resources | Increasing Usage of Key Amenities | Eliminate Outdated Practices | Maintain High Quality Sites and Assets | Establish a Strong Market Position |
|---|----------------------|-----------------------------------|------------------------------|--|------------------------------------|
| <b>Lasting Change</b>                       | ◆                    |                                   | ◆                            | ◆                                      | ◆                                  |
| <b>Cultural Shift in Business Practices</b> | ◆                    |                                   | ◆                            | ◆                                      | ◆                                  |
| <b>Additional Funding Resources</b>         | ◆                    |                                   | ◆                            | ◆                                      | ◆                                  |
| <b>Sales-focused Marketing</b>              | ◆                    | ◆                                 | ◆                            |  | ◆                                  |
| <b>Capital Project Prioritization</b>       |                      | ◆                                 | ◆                            | ◆                                      |                                    |
| <b>Leveraging Resources</b>                 | ◆                    | ◆                                 |                              | ◆                                      | ◆                                  |
| <b>Brand Management</b>                     |                      | ◆                                 |                              |  | ◆                                  |
| <b>Increased Revenues</b>                   | ◆                    | ◆                                 | ◆                            | ◆                                      | ◆                                  |
| <b>Effective Policies</b>                   | ◆                    |                                   | ◆                            | ◆                                      |                                    |
| <b>Legacy Programming</b>                   | ◆                    | ◆                                 |                              |  | ◆                                  |

**THE “NATION’S FINEST STATE PARK SYSTEM” = “NATION’S FINEST STATE PARK AGENCY”**

At one time Kentucky was home to the nation’s finest state park system, and still retains great pride in that achievement. There are those in the System and in leadership positions around the Commonwealth that believe Kentucky State Parks have not lost that status, but that passion for excellence should be leveraged to improve the performance of the parks. That pride should not, however, create complacency when travelers and visitors now have so many choices.

The nation's finest system of state parks will be the result of the nation's finest state park agency. To achieve a higher standard of excellence the organization must improve the way the agency operates on a daily basis. As an example, large financial losses at resort park facilities during their peak season should be eliminated, as well as losses in areas of service such as golf operations or food service. Reducing and/or eliminating these issues that plague the Kentucky State Park System will be the result of a deliberate campaign to seek alternative management techniques and to improve the training, development, engagement, and accountability of the agency's employees.

The first priority for improving the performance of the system is to change the agency's culture. The Consultant Team recommends the development and adoption of the *My Kentucky State Parks 2020* initiative as an internal improvement campaign that focuses on internal communication, engagement and accountability, and training and development. Details of this recommendation follow later in this report.

### **ADDRESS KEY AREAS OF POOR PERFORMANCE**

There are a number of areas of Kentucky State Park operations that need to dramatically improve performance in order for the System to grow into its potential. This *Financial and Operations Strategic Plan* does not attempt to provide an exhaustive list of areas where poor performance can stand to be improved, but does highlight key areas where operations must be streamlined in order to achieve great strides to the goal to again become the nation's finest state park system.

The key areas for improvement this report focuses on are:

1. Food service operations must be streamlined to reduce or eliminate annual financial losses
2. Golf operations must be streamlined to reduce or eliminate annual financial losses
3. Large recreation and resort parks should not reflect financial losses during the peak season
4. Some parks that feature heavy losses in the off-peak periods should adjust operating seasons
5. Manage employee accountability to outcomes versus efforts

Addressing these key areas of state park operations that are strongly contributing to current financial circumstances of the agency will provide the milestones for reducing annual operating expenses, as well as set the stage for the long term strategies of improving the System's sustainability. Within this report are detailed recommendations on reducing operating expenditures in order to achieve this.

### **CHANGE MUST BE LASTING**

Change management in any system or organization is far more easily said than done. Many of the recommendations outlined in the *Financial and Operations Strategic Plan* require substantial change in how the System is structured, and also how it operates. There will be ample critics within the System that will likely pose arguments to discount from the reality that Kentucky State Parks are operating in an environment that will not tolerate a resistance to change. The facilities and assets are deteriorating faster than resources can be made available to improve them, programs and services have evolved to be out of touch with the public's interests and needs, and the cost of doing business outpaces the combined sum of earned revenues and state funding.

The primary issue facing Kentucky State Parks in recent years has been whether or not the System and its employees have the capacity and willingness to change the way the System operates in order to thrive versus just to survive. Facilitating lasting change in an organization is not rocket science, but extremely tedious. Change is uncomfortable and difficult for everyone in an organization. Every employee should be given a chance to contribute and adjust to the required change, but if they prove



through their own actions that they are not supportive of the new *modus operandi* their resistance cannot be justified or tolerated.

Facilitating lasting change requires the following sequence of events:

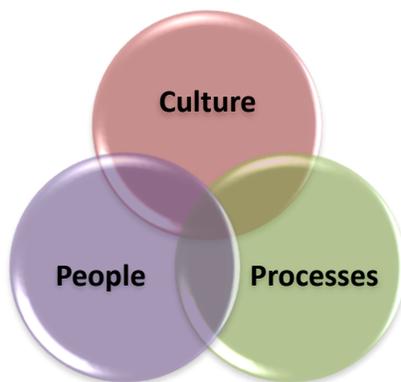
1. Organize and achieve buy-in from the executive management team on the action and implementation plan.
2. Effectively and clearly communicate the need and what type of change is warranted to employees in vertical layers throughout the organization.
3. Hold true to the approach to include all layers of employees in being a part of making improvements in the System.
4. Hold management and employees accountable for maintaining a positive attitude and for enforcing changes that are agreed to be prudent and necessary.
5. Continually evaluate the impact of change and the contributing role of each employee.
6. Recognize and reward constructive behavior in employees; enforce consistent consequences for uncooperative or noncompliant behavior.
7. Adjust new policies, procedures, and practices as required to continue producing the desired outcomes.
8. Preserve the opportunity for employees to do what they do best every day while remaining productive and engaged.
9. Do not allow skepticism or fear to discourage or deny innovation and creativity from any level of the organization.
10. Rebuild the pride of employees in the organization as derived from their contributions to making Kentucky State Parks the “nation’s finest” state park system.



As the recommendations of the *Financial and Operations Strategic Plan* are considered for implementation, it is critical for management to keep in mind that change is exhilarating when it is done by you; it is frightening when it is done to you.

### **CULTURAL SHIFT IN BUSINESS PRACTICES**

The culture shift from an effort-based culture to an outcome-based culture must be fully integrated into the business practices of the System. Current policies and practices that may be traditional to the System but do not produce viable business outcomes must be evaluated for their appropriateness in the “new normal” of Kentucky State Parks. While state parks are still a public asset and service, and must continue to provide equitable and accessible park and recreation opportunities, they must aggressively pursue more progressive business practices and outcomes – streamlined expenses, improved earned revenues, creative resource enhancements, innovative partnerships, and superb visitor satisfaction.



A few of the specific business practices that are affected by this cultural shift are:

1. The use of seasonal or interim employees for long periods of time throughout the year.
2. The seasons in which state parks are open to the public.
3. The means and methods for providing food and dining services in state resort parks.
4. The structure of rates and fees for park amenity usage.
5. The management of parks as individual units, often preventing resource pooling.
6. Integrating and monitoring of effective sales campaigns for state park programs and accommodations.
7. Enforcement of parks to maintain facilities and assets aligned with consistent standards.
8. Feasibility study requirements for major capital projects in advance of the design process.
9. More progressive marketing and promotions designed to produce measurable outcomes.
10. Replacing some controls and limits on local park spending and operational autonomy with increased measures of accountability and enforcement.

The shift to an outcome-based culture will take time and tremendous effort, but will be manifested in the ways in which policies and practices reflect this new approach to state park operations. It is important that all employees of the system understand the balance between Kentucky State Parks providing a social service, and being responsible stewards of scarce financial resources. Having fewer dollars to achieve a task does not mean the task should be reduced or postponed. Rather, the task should be modified to best achieve the same outcomes with fewer resources.

### **ADDITIONAL FUNDING RESOURCES**

The Consultant Team recognized early in the *Financial and Operations Strategic Plan* project that there were insufficient resources available to address all of the operational requirements of Kentucky State Parks. This is clearly evident in the annual shortfall between the combined sum of earned revenues plus state funding and operational expenses, but is also evident in the lack of resources to support best practices. Specifically, there are additional resources required to support capital repair and replacement for long term asset maintenance, to support progressive marketing and promotions that keep the System and its opportunities “fresh” among the user market, and resources to support the training and development of employees.

The dual intent of these recommendations is to correct the annual budget shortfall, and also to create limited slack resources in the System to address some of these additional needs. The potential slack resources created by these efforts will not be sufficient and require additional funding mechanisms dedicated to the pursuit of best practices. The *Financial and Operations Strategic Plan* contains specific recommendations for new resources that can be dedicated to these purposes, but that do not require legislative action to implement. These recommendations include, but are not limited to:

1. Internal rates and fees
2. Continued expense reductions and streamlined operations
3. Innovative partnerships and cooperative agreements
4. Dedicated fund development staff
5. Increased earned revenues from programs and events

Essentially, the entire pool of earned revenues produced by Kentucky State Parks is structured like an enterprise fund in that the System retains these funds to support operations. The Consultant Team recommends that certain new sources of revenues be internally earmarked, or dedicated, to the pursuit of specific best practices that can elevate the quality and notoriety of the System.



**PLAN PROGRAMS AND SERVICES TO BETTER MEET USER NEEDS AND INTERESTS**

There are two basic purposes behind programs and services associated with the Kentucky State Park System – attracting visitation and usage of key facilities, and adding value to the experiences of people already visiting the parks or using key facilities. In particular, programs should have a strong relationship with driving traffic to overnight facilities and lodges, and providing value added experiences to overnight guests. This is especially true given that Kentucky State Parks do not charge an entry fee for basic amenity usage. Therefore, programs and services should be geared towards creating or extending use of the overnight facilities where the System generates the majority of its revenues.

Currently, there are a few examples of programs and services that are well aligned with market interests, but a vast majority seem to reflect a traditional approach that is not always proven in the modern market. Evidence of this can be seen in the participation rates in programs offered at certain parks during the peak season that have limited or little use to justify their associated costs. Programs and services should work to build a stronger sense of loyalty to the Kentucky State Park experience among users. It is important that managing services to meet market demands be improved. An example of this is having liquor sales “by the drink” at select parks. It has proven in peer park systems that this service can dramatically improve meeting bookings and overall volume, attract and grow special events, support golf course amenities, and better serve the traveling public. Additional specific examples of programs recommended in this *Financial and Operations Strategic Plan* include, but are not limited to those listed in the table below.

| Program Name / Type                             | Target Audience           | Location                   | Frequency / Season          | Cost        |
|---|---------------------------|----------------------------|-----------------------------|-------------|
| Adventure Races (single and multi-disciplinary) | Outdoor enthusiasts       | Various                    | Series event<br>April - Oct | \$ - \$\$   |
| State Park Expo                                 | General public            | State Fair                 | Annual                      | Free        |
| Wildlife programs                               | General public, Youth     | Various                    | March – November            | \$ - \$\$   |
| Boat Building                                   | Active retirees, Families | Lake resort parks          | June / August               | \$\$\$      |
| Adaptive outdoor skills                         | People with disabilities  | Various                    | April – Oct                 | \$ - \$\$   |
| Specialized outdoor weekends                    | Women, families, etc.     | Various state resort parks | April – Oct                 | \$ - \$\$\$ |

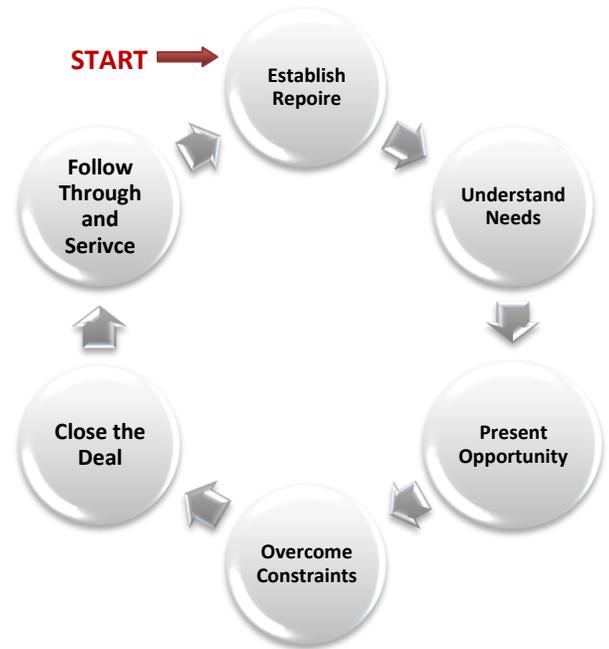
**SALES APPROACH TO MARKETING**

It is common among public park agencies that effective marketing is either misunderstood, under-resourced, or both. One of the results of these circumstances is usually a defunct or non-existent sales strategy for producing more traffic to certain amenities or activities. Traditional marketing in public park agencies is typically the hallmark of an effort-based culture. In other words, success is measured on the level of effort put towards marketing or promoting the System versus the outcomes produced by those activities.

While increased reputation and market exposure are great value-added benefits from marketing, these are not the intent of promotional investment. The end goal of marketing is to produce sales. For Kentucky State Parks the end goal of marketing and promotions should be:

1. To produce more sales of overnight stays at lodges, cottages, and campgrounds
2. To produce more meals served at state park dining facilities
3. To produce more usage of meeting rooms and conference facilities at state parks
4. To produce more rounds of play at golf courses
5. To produce more participation in large, signature events and programs

In order to do this effectively throughout the entire System, concerted and coordinated efforts must be dedicated to producing outcomes in these five key areas of state park operations. Monthly, quarterly, and annual goals should be established for each of these areas of focus, evaluated and measured, and monitored both by the staff responsible and management. Tools and techniques should be provided and refined to assist in the sales efforts including, but not limited to incentives, reward programs, customer follow-up and feedback opportunities, and packaging.



### CAPITAL PROJECT PRIORITIZATION

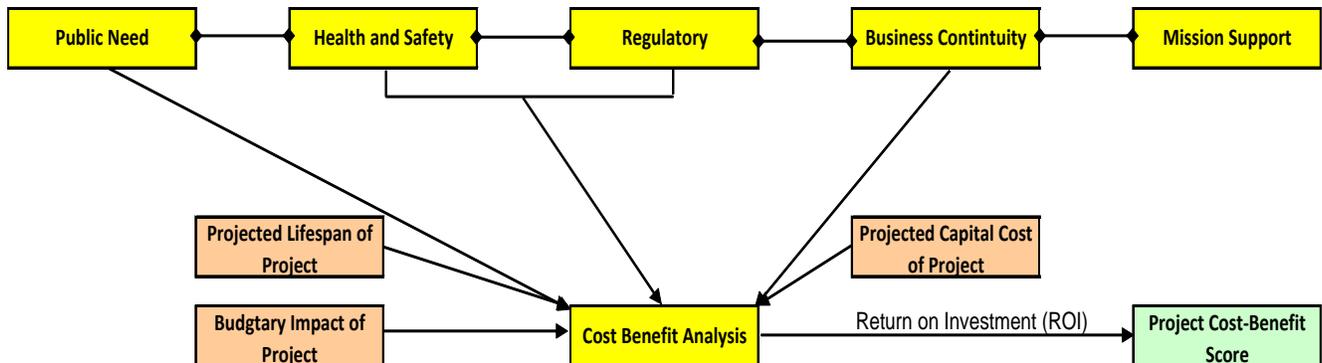
One of the great challenges for state park systems is to effectively identify and prioritize capital projects, including capital repair, replacement, and new development projects. This process is compounded by the diversity of assets in the System, the diversity of needs these assets serve, the vast range of asset conditions from new to out-of-service, the limited funds and resources available to meet capital needs, and the politics of making investments in state-owned facilities in one region versus another. Kentucky State Parks should strive to implement a standard process for identifying, evaluating, and prioritizing capital projects that address these complexities, but do not allow these issues to detract from the primary goal – the efficient maintenance and improvement of assets to meet the needs of the public and to reflect a high quality state park system.

The Consultant Team has found in Kentucky as well as in other state park systems that the identification of capital needs is the most tedious and challenging aspect of this process. Because of the size and nature of the state park system, the identification of capital needs is typically the responsibility of local park staff and management. There is usually great variance in how individuals will identify facility needs or classify their urgency, leading to an immediate lack of consistency in how these potential capital projects can be evaluated.

It is important to provide consistent training for all maintenance personnel on proper inspection and identification of facility needs, as well as to have a designated regional maintenance coordinator that can regularly tour each site within his or her region and consistently inspect for capital needs.

Once identified, the evaluation of capital projects should reflect a process that includes both tangible and intangible measures of costs and benefits of the assets being repaired, replaced, or newly developed. The Consultant Team recommends the adoption of an evaluation model to assist with this process. The purpose of the Capital Projects Evaluation Model (CPEM) would be to evaluate proposed capital projects across numerous financial and business variables, while accounting for measures of

public need, health and safety, regulatory, and mission-oriented priorities of the agency. This model should not be used as a sole determination of the priority of capital projects, but can be utilized as a component of the evaluation process to determine those priorities. It is critical for the agency to utilize measurement and evaluation tools like the CPEM for purposes of prioritizing capital projects in order to establish consistency and transparency. The logic map and flowchart for the recommended model provided in this report is shown below.



**LEVERAGING RESOURCES**

As noted previously, it is clear there are not sufficient financial resources in the System to support all of the operational needs and best practices of Kentucky State Parks. While there are opportunities for streamlining expenses and increasing earned revenues, the System should also be seeking innovative ways in which to leverage resources of other public entities, service providers, and potential private sector partners. The intent of leveraging resources is to perform necessary functions or pursue best practices for state park operations while sharing the burden of costs with invested stakeholders that are linked to the outcomes of those efforts.

The Consultant Team recommends four major categories of resource leveraging that can be sought by Kentucky State Parks:

1. **Operational Partners** – other public entities and/or local jurisdictions (city or county) that can support the efforts at Kentucky State Parks to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners** – service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of Kentucky State Parks in exchange for reduced rates or services.
3. **Service Partners** – non-profit organizations and/or friends groups that support the efforts at Kentucky State Parks to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, donations and fund raising, equipment, or materials.
4. **Co-branding Partners** – private, for-profit organizations that can gain brand association and notoriety as a supporter of Kentucky State Parks in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

The process for identifying and recruiting a targeted number of partners in each of these categories should be the shared responsibility of marketing and sales staff, local park managers, fund development staff, and executive management. A recruitment program should be organized with proper support materials, a clear identification of return benefits to partners, and measurable milestones that can be monitored to evaluate the performance of the program and benefits to the System.

### **BRAND MANAGEMENT**

In order to improve the resonance and perceived value of the Kentucky State Parks brand in the market, more aggressive brand management techniques are recommended. Creating stronger brand equity is critical for energizing the market position of the System. Brand equity refers to the marketing outcomes that accrue for Kentucky State Parks associated with the user perception of the brand compared with the outcomes that would accrue without that brand association. In other words, the nature and strength of user perceptions of the link between the brand of Kentucky State Parks and the quality of services and opportunities available at the parks can dramatically influence the effectiveness of marketing and promotions to produce actual sales for the System.

The “Unbridled Spirit” brand of Kentucky is strong and easily recognizable, but not clearly linked to Kentucky State Parks or any specific service of the Commonwealth. This brand is seen more as a general symbol of Kentucky representing the *spirit* of current signature services, amenities, and aspects that are linked to the unique identity of being a resident of Kentucky. Because of its broad application, there is no decisive connection between this brand and the benefits provided by Kentucky State Parks to its users, and it is unlikely that it can be transformed into a brand that has resonance among consumers to specifically represent the quality of experiences available at Kentucky State Parks. In other words, Kentucky State Parks has little equity in the “Unbridled Spirit” brand.

The Consultant Team does not advocate putting the Commonwealth in a position where it is challenged to manage multiple brands. However, Kentucky State Parks is one of the very few if not the only service provided by the Commonwealth that is heavily dependent on purchasing behavior and *consumer choice* to largely measure success and financial sustainability. As a result, there is tremendous effort required to manage a unique “Kentucky State Parks” brand that does not compete with “Unbridled Spirit”, but is an extension of it that is clearly linked in the perception of consumers to the quality of experiences and services available in the state park system. Aspects of brand equity that are the desired outcomes of these efforts include brand loyalty, awareness (recall and recognition), positive association, and perception of quality. Brands with high levels of awareness, and favorable and unique associations are high equity brands.

The benefits of managing strong brand equity include creating an advantage to charge premium prices for select services, to lower marketing costs, and to offer greater opportunities for sales. A badly mismanaged brand can actually have negative brand equity, meaning that potential customers have such low perceptions of the brand that they prescribe less value or desirability to the service. Specific benefits to strong brand equity also include:

- Positive brand equity allows you to charge a price premium relative to competitors or alternatives with less brand equity.
- Strong brands simplify the decision process for non-essential services.
- Strong brands can comfort users unsure of their decision by reducing their perceived risk.
- Brand names are used to maintain higher awareness of your services, and they provide for continuity when services are reorganized or changed.



- You can use brand equity to gain leverage when introducing new services.
- The brand is often interpreted as an indicator of quality.
- Strong brand equity insures that your services are considered by most consumers.
- Your brand can be linked to a quality image that users want to be associated with.
- Higher brand equity leads to greater loyalty from customers.
- Strong brand equity is the best defense against new competitors.
- Improvements in brand equity lead to higher rates of trial and repeat purchasing due to users' awareness of your brand, approval of its image/reputation, and trust in its quality.

**INCREASED REVENUES FROM CURRENT USERS**

Similar to the adage in marketing that “it is cheaper to keep a current customer than it is to attract a new one,” it is more efficient to seek increased revenues from existing users before working for revenues from new customers. In 2009, Kentucky State Parks spent an estimated \$68.36 per recorded visitor to cover all operational expenses of the System. This is based on total operational expenses for 2009, and total visitation which only includes users of campsites, cottages, lodges, golf courses, or museums. During that same year, the System collected earned revenues of approximately \$44.75 per visitor. This results in an estimated funding by the Commonwealth of \$23.61 for each recorded visitor. These figures for the past five years are detailed in the table below.

|                 | Total<br>Operation<br>Expenses | Total Earned<br>Revenues | Total<br>Recorded<br>Visitation | Expense<br>per Visitor | Revenue<br>per Visitor | Subsidy per<br>Visitor |
|-----------------|--------------------------------|--------------------------|---------------------------------|------------------------|------------------------|------------------------|
| <b>2009</b>     | \$83,175,752                   | \$54,448,661             | 1,216,784                       | \$68.36                | \$44.75                | \$23.61                |
| <b>2008</b>     | \$90,106,896                   | \$54,478,012             | 1,287,502                       | \$69.99                | \$42.31                | \$27.67                |
| <b>2007</b>     | \$87,616,434                   | \$55,119,045             | 1,289,423                       | \$67.95                | \$42.75                | \$25.20                |
| <b>2006</b>     | \$83,558,258                   | \$51,867,344             | 1,326,923                       | \$62.97                | \$39.09                | \$23.88                |
| <b>2005</b>     | \$80,838,845                   | \$52,349,983             | 1,304,424                       | \$61.97                | \$40.13                | \$21.84                |
| <b>2004</b>     | \$82,813,720                   | \$49,812,333             | 1,338,328                       | \$61.88                | \$37.22                | \$24.66                |
| <b>6-Yr Avg</b> | \$84,684,984                   | \$53,012,563             | 1,293,897                       | \$65.52                | \$41.04                | \$24.48                |

As seen in the table above, the average state funding per visitor has decreased by 4.2% in 2009 from 2004. The increase in the funding per visitor was less than 1% for 2005 and 2007 from 2004, and in 2006 the average funding per visitor actually decreased by 4.5% from 2004. When viewing these financial statistics from a “per visitor” perspective, it can be clearly noted that minor increases in revenues from existing users can result in major increases in overall earned revenues. For example, an additional \$2.00 of revenue per recorded visitor in 2009 would produce over \$2,400,000 in additional revenues for the System.

**NOTE:** Total recorded visitation only accounts for visitation to state parks that is tracked by fees and/or reservation-based services. This only includes lodge and cottage stays, camping, and golf. Since Kentucky State Parks does not currently charge entry fees, total actual visitation is unknown at this time. It is strongly recommended that Kentucky State Parks be granted the additional financial resources required to install and implement modern technology to better account for actual total visitation to state parks.

The Consultant Team acknowledges that fees and prices are a sensitive issue for any public park system, especially during times of economic downturn as has occurred from 2007 to 2009. It is critical for changes in fees that can produce more revenues per visitor to be slow, properly communicated to accentuate the benefits to users, and strategically focused to produce the greatest return for the least amount of anticipated pushback from either the public or elected officials. The critical issue Kentucky State Parks must consider in looking at fees and prices is to maintain fair, equitable, and financially accessible park and recreation experiences for all residents of the Commonwealth, while responsibly generating revenues from resource usage to account for the expense of maintaining those resources and their availability for public use and enjoyment.

The recommendations contained herein detail specific strategies for increasing revenues from existing users through a combination of different fee and price adjustments. Some of these are likely to be more controversial than others, but all are important in creating a System that has financially sustainable policies and practices for insuring the long-term availability of high quality state park assets and experiences in Kentucky. One option discussed below has proven over time to likely be the most politically charged issue and debate surrounding the services available at Kentucky State Parks. The Consultant Team strongly encourages the leadership of the Commonwealth and local jurisdictions in which state parks are located to evaluate the true merits of allowing the sale or controlled consumption of alcohol at select state parks.

A potentially reliable source of new revenues for the System from existing users are those that can be derived from the sale or controlled consumption of alcohol at state resort parks and state park golf courses. It has proven over time and in other state park systems that the controlled sale of alcohol also assists to improve overall visitation to key amenities. While it is not required that the state be the selling agent within state parks, fees and revenues collected from the sale or consumption of alcohol either directly or that managed by contracted concessionaires can potentially increase earned revenues at state resort parks and golf courses by \$1,000,000 or more each year. This issue requires public process and oftentimes a local election that can be strongly contested. The Consultant Team recommends that the Commonwealth continue to explore viable and limited opportunities to trial the sale and controlled consumption of alcohol at select parks for purposes of demonstrating its potential success to those that are either unsure or opposed to these policies.

### **EFFECTIVE POLICY MANAGEMENT**

The changes necessary to create a more financially sustainable future for Kentucky State Parks will require support from the enhancement of internal policies that institutionalize the principles of a stronger business management model. These internal policies are those that provide the foundation for enforcing an outcome based culture throughout the organization, for managing the quality of assets more proactively, to formalize the balance of tiered fees and services, and to pursue relationships with organizations and entities of both the public and private sectors to leverage the resources of the Commonwealth.

Specific policy areas recommended to be addressed include:

#### **1. Personnel Policies**

*Enhancement of existing personnel policies to support employee performance management, recognition, interim or seasonal hiring, and training*

- a. Employee performance management** – The performance of all employees will be managed in order to balance employee satisfaction and productivity. Employees will be



informed of all expectations in a timely manner, expectations will be aligned to the core values and goals of the Department, performance will be monitored regularly throughout the year, feedback and coaching will be provided by immediate supervisors and documented, and consistent reward or consequence for employee performance will be enforced.

- b. **Employee recognition** – Employees will be recognized for performance that reflects “going above and beyond” their standard responsibilities. This can include recognition through team, region, or System communications; one-time monetary or leave rewards; annual compensation increase; and/or job grade promotion.
- c. **Interim or seasonal hiring** – Interim employees will be hired either directly or through a contracted employment services for clearly stated terms and duration. Expansion of terms or extension of duration requires approval of regional managers or deputy commissioner.
- d. **Training** – Training will be made available to all employees through a variety of means to support specific skill requirements unique to their responsibilities, safety, and customer service. Supervisors and managers will be required to complete additional training in employee performance management, budget and project management, and effective communication.

## 2. **Asset Management Policies**

*Enhancement of existing policies to support the maintenance and management of high quality assets and amenities*

- a. **Maintenance standards** – Consistent maintenance standards will be established and aligned with site management zones, specific types of assets, and infrastructure. These maintenance standards will apply to all lands, assets, and amenities throughout the System.
- b. **Quality management** – Sites and assets will be monitored frequently by local park staff and designated regional personnel to identify and document short term and long term maintenance needs. Short term maintenance requirements will be addressed within one month of being identified given the availability of the necessary budget resources, or otherwise documented and scheduled for completion within a reasonable period of time. Long term maintenance will be evaluated based upon standard criteria to be prioritized for funding requests.
- c. **Capital project prioritization** – Long term maintenance needs will be evaluated by standard criteria and prioritized through a formal process into capital projects that can clearly identified and presented for funding approval by either the Commonwealth or other identified source.

## 3. **Pricing and Fees Policies**

*Enhancement of existing policies for earned revenues to support operational expenses*

- a. **Entry fees** – Entry fees for state recreation parks should be considered in order to support the operational costs for maintaining these sites and assets for public use and enjoyment. State resort parks should retain free entry.
- b. **Fees for overnight lodge stay** – Fees for overnight stay should be enhanced to include a more progressive schedule of fee variability based upon time of year, day of the week, and during special events or seasons. Discounting should be consistently used within an

approved framework in order to increase sales. An additive building improvement fee of \$5.00 per room per reservation should be considered for lodge guests.

- c. **Recreation service fee** – An additive recreation service fee of 2% should be considered on all transactions for food and dining, lodge and cottage stays, camping, golf, and gift shop purchases.

#### 4. **Partnership Policies**

*Enhancement of existing policies to support stronger contributions and equity in partnerships with public and private sector entities and organizations*

- a. **Public sector partners** –Policies should be enhanced for Kentucky State Parks entering into partnership with other public sector entities to support operational demands of state parks, special events or programs, or public service initiatives.
- b. **Private sector partners** – Policies should be enhanced for Kentucky State Parks entering into partnership with private sector organizations to support operational demands of state parks, special events or programs, sponsorship, co-branding, shared marketing initiatives, and philanthropy.

### LEGACY PROGRAMMING

Kentucky State Parks needs legacy programming that establishes enduring themes and perceived quality for visitor experiences. These programs are best organized into themed categories, and designed to fit the unique attributes of parks throughout the System. These programs should also be designed to introduce the public to the benefits of outdoor recreation, the diversity of experiences available at Kentucky State Parks, and best practices in natural and cultural resource stewardship. The Consultant Team recommends that a small set of programs be developed and implemented consistently in each region that support the unique identity of those state parks. While there are numerous current programs that could be identified as legacy programs (i.e. historic reenactments), this list must be more extensive to strengthen the awareness and loyalty of users to the Kentucky State Park experience.

Specific legacy programs to be considered include:

1. **Annual expo at Kentucky State Fair** that allows the public to “virtually visit” some hallmark Kentucky State Parks, to trial select outdoor recreation activities, to see a diversity of recreational equipment, and to potentially plan their trip.
2. **Event or competition series** that encompasses multiple parks through multiple events aimed at having fun and building skill in the outdoors, and responsible outdoor recreation.
3. **Kentucky Outdoor Families program** that can be designed and delivered regionally through scheduled events to provide families a weekend of facilitated skill building clinics that include equipment and instruction in camping, hiking, backpacking, orienteering, fishing, outdoor cooking, fire building, etc.
4. **Adventure tourism programs** that provide opportunities for visitors in a guided experience to explore backpacking, mountain biking, rugged orienteering challenges, geo-caching, paddling, multi-day paddle trips, horseback riding, zip lines, and more.
5. **Increased interpretation** through innovative exhibits and displays, as well as facilitated programming on natural resource stewardship and environmental awareness issues.
6. **Adaptive recreation programs** for people with disabilities to experience select outdoor recreation activities and adventure sports
7. **Outdoor recreation programs** for traditionally underserved youth that provide an opportunity for the next generation to establish a personal connection to nature.



## DETAILED RECOMMENDATIONS

The specific recommendations and strategies contained herein include those discussed in this Executive Summary, and are organized into the following areas of focus:

- Organizational Strategies
- Site Management Strategies
- Facility Management Strategies
- Funding and Resource Strategies

Within each of these areas, specific means and methods are provided to support the recommendations of the *Financial and Operations Strategic Plan* to achieve the five primary goals of creating stronger financial sustainability for Kentucky State Parks over the next 10 years and beyond. In review, these primary goals are:

1. Increase Supporting Resources
2. Increase Usage of Key Amenities
3. Eliminate Outdated Practices
4. Maintain High Quality Sites and Assets
5. Establish Strong Market Position



Photo source: [www.parks.ky.gov](http://www.parks.ky.gov)

## DEFINING A HIGH QUALITY STATE PARK SYSTEM

The foundation of performing meaningful assessments of the Kentucky State Park System is to have clearly defined qualities and characteristics of a “high quality park system” most appropriate for Kentucky State Parks to be measured against. This definition has been developed by the Consultant Team following extensive review and research into the current conditions of the Kentucky State Park System, as well as the professional experience of the Consultant Team in working with 14 state park systems around the United States within the last 12 years to provide a context for industry best practices.

The definition of a high quality state park system for Kentucky is comprised of six major elements:

1. Vision of a High Quality Park and Park System
2. Great Park Experiences
3. Value to the Community
4. Operational Standards
5. Maintenance Standards
6. Development and Acquisition Standards

These elements are described in more detail in the sections below. This framework of standards was applied to the evaluations of the state park system performed by the Consultant Team that resulted in the determination of needs contained within this report.

### VISION OF A HIGH QUALITY PARK AND PARK SYSTEM

A quality Kentucky State Park is a representative piece of Kentucky’s diverse landscape large enough that the natural and cultural resource base can be protected, studied and used to provide understanding of the history and natural systems of that location for the citizens and out of state visitors who come to enjoy the park. Appropriate types of use are determined for each park, and energy efficient infrastructure and facilities needed to provide for operation, maintenance and visitor use are designed and built to fit the landscape and successfully meet the needs of the site.

All facilities are regularly maintained to keep them in excellent condition. Equipment is replaced on a regular schedule to assure it is available as needed to maintain buildings and grounds. The park is fully staffed to provide all aspects of park operations at standards that provide for a safe, clean, educational and enjoyable visitor experience. The park is operated in a business-like manner with processes and procedures that assure the proper handling of all business activities while also providing excellent customer service. Active resource management operations assure the protection and restoration of habitat; archaeological sites and historic structures are protected and maintained to assure their preservation.

The park provides an opportunity for the visiting public, schools, and other educational groups to learn from active programming, wayside interpretive signing, professionally prepared exhibits and appropriate printed material focused on the natural and cultural themes and stories important to that site. The park has core programs aligned with the natural and cultural features unique to that site that energize visitors and help them develop outdoor skills necessary to enjoy a variety of park activities including overnight camping. A well-designed and maintained road and trail system are available to support hiking, biking and equestrian uses where appropriate. The park is designed, built, maintained,



staffed and equipped to properly provide for the long term protection of the resources, outstanding opportunities to learn as the park is an “outdoor classroom,” and an exciting destination to enjoy a variety of recreational activities for the whole family.

A quality park inspires residents and out of state visitors to return home and tell others about the experience. When a quality park is achieved, it additionally provides a very significant economic benefit to the local economy, and when non-resident visitors are attracted, the financial benefit is both local and statewide.

A “quality state parks system” is comprised of numerous quality parks, positioned across the state that represent the diversity of the Kentucky landscape and that include areas that preserve the story of Kentucky in the locations where events occurred or people lived who contributed to who and what Kentuckians are today. The system provides opportunities to see these examples of the lands being maintained or restored to the extent possible to their natural condition. The system provides a variety of different activities and adventures in reasonable proximity to where people live and distant destinations that provide special and unique opportunities not available elsewhere in the state. A quality park system in Kentucky is known by its citizens and out of state visitors as a system that is diverse, exciting, well maintained, has excellent and adequate facilities, provides a spectrum of recreational and educational opportunities, and provides of variety of different experiences and adventures that inspire you to return often and to tell others about the quality of opportunities in any Kentucky State Park.

Great parks and park systems are managed by standards and outcomes that support their vision. Managing and operating to these standards enables the Commonwealth to always demonstrate how well the agency is performing, and establishes justifications for budget and appropriation requests. These standards should be monitored routinely and gaps in services addressed, or the standards should be adjusted. The sections that follow detail the recommended standards of a high quality state park system in Kentucky.

## **GREAT PARK EXPERIENCES**

### **KENTUCKY STATE PARK SYSTEM**

A high quality Kentucky State Park System is a premier conservatory of properties, facilities and programs that reflect unique and significant relevance to the “Kentucky Story” – the history and heritage, land and wildlife, and preserving the quality of the State’s future. The park system is managed so as to be responsible stewards of public assets and resources, and to protect the quality of visitor experiences. A high quality Kentucky State Park System is reflective of a high quality park organization – an organization that fosters creative and responsible management best practices; an organization that provides and incentive and reward for professional and well-trained employees to perform duties as expected and to always exhibit superb customer service; and an organization that provides adequate tools, equipment and resources to enable employees to do their best every day.

### **INDIVIDUAL STATE PARKS AND SITES**

A high quality state park or site features all of the following elements in a non-prioritized order:

1. Adequate signage for way-finding to and within the park.
2. A sense of arrival that is congruent with the park’s purpose and overall messaging.

3. Architecture and facility design that compliments the natural surroundings and represents appropriate space and energy efficiencies.
4. Protection and restoration of natural, historic, and cultural resources within the park.
5. Adequate size or acreage for the park to preserve significant natural resources within its boundaries, and to provide a sound and manageable habitat for wildlife in the case of extreme external encroachment from development.
6. Facilities and services that provide equitable opportunities for visitors to enjoy the amenities of the park by addressing known and evolving community needs and preferences, in addition to sufficient facilities that are well maintained to support the operation and maintenance requirements of the park.
7. Roads and parking areas that feature best design practices regarding environmental and functional aspects, and that are well maintained to protect the quality of the assets and the experience of visitors.
8. Trails, paths, and sidewalks that are well maintained to allow for visitors' safe and meaningful use.
9. Interpretation and education regarding the natural, historic, and cultural significance of the site through multiple methods including literature, signage, exhibits, and staffed programs.
10. Professional and well-trained staff that is properly equipped and resourced to manage the ongoing quality of the park and its services.
11. Marketing and communication means and methods that proactively inspire visitors to enjoy the park and its offerings.
12. Annual and routine evaluation of facilities and services, and performance on the desired outcomes of a high quality park. Action plans are developed and implemented to address any issues of concern.

## VALUE TO THE COMMUNITY

### KENTUCKY STATE PARK SYSTEM

A high quality Kentucky State Park System is the steward for preserving aspects of the State's natural and cultural heritage, while also fostering economic development through the provision of facilities and services aligned with public needs and interests.

### INDIVIDUAL STATE PARKS AND SITES

A high quality state park or site provides value to near and surrounding communities by celebrating the unique natural and cultural heritage of the area, provides quality recreational benefits and opportunities to residents and visitors, and provides economic development opportunities through promoting tourism to the area for single and/or multiple day experiences. These aspects are achieved through well maintained facilities and infrastructure, innovative programs and services, sound marketing and communications, and professional park staff.



## OPERATIONAL STANDARDS

### SYSTEM OPERATIONAL STANDARDS

Kentucky State Park System operational best practices should include the following five elements that are applied and managed holistically for the system:

1. **Planning:** Kentucky State Parks should update the system master plan every ten years, individual park master plans every ten years, and maintain a yearly business plan for all core services the agency manages. At a minimum, business plans should be developed for park management regions that are supported by the individual business plans of the state parks within that region. Kentucky State Parks should maintain a strategic marketing and communication plan to keep Kentucky communities well informed and the staff in-tune with customer needs.
2. **Partnerships:** Kentucky State Parks should have partnership agreements in place that are written and evaluated on a yearly basis against measureable outcomes. Agreements should be appropriately structured to enforce equitable return to both the Commonwealth of Kentucky and the partner, while also providing incentive through terms and duration that encourage more substantial private investment in capital development and operation at select state parks.
3. **Pricing:** Kentucky State Parks should have established pricing policies for pricing of services based on the true cost to provide the service including both direct and indirect costs. This practice will establish the level of true funding necessary for successful operation of facilities and services. Pricing policies and structure can then be adjusted to reflect the level of exclusivity a person receives over a general tax payer within the cost recovery goal established for each core service and facility. Cost recovery goals are updated annually based on the true cost to provide the services with pricing changes occurring as needed and politically realistic.
4. **Public Need:** Kentucky State Parks should have a minimum of three levels of customer feedback built into program assessments which include pre and post evaluations, trailer calls, and focus groups to assess how well the participants feel about the experience and ways to improve the facilities and services to meet their needs.
5. **Promotion:** Kentucky State Parks should be allocated *additional* funding equal to a minimum of 5% -7% of the annual operational budget for marketing and promotional purposes for their programs, services and facilities available to the community in the form of program guides provided up to four times a year, web-site management, targeted mailing pieces, PSA's, and researching trends and their customers to establish the level of the market they control.

### INDIVIDUAL PARK OPERATIONAL STANDARDS

Kentucky State Park System operational best practices should include the following 14 elements that need to be implemented at each state park:

1. Each State Park has a business plan unique to that park that focuses on each cost center (cost-based accounting) including the level of tax funding required or revenues over expenses that are achieved annually.
2. Each state park creates in-park surveys each year and provides a report on how well they are meeting customer satisfaction levels. Satisfaction levels need to be at least 90% or greater for

visitor experiences to be considered acceptable. Programs or services that score below 90% require critical review and performance enhancement measures with tracked results and enforced outcomes.

3. Each state park annually generates earned revenues (not including public funding) equal to a required percentage of operating expenses based upon the performance expectations outlined within the park classification system included within this *Financial and Operations Strategic Plan*. Park performance below the detailed performance expectations require critical review and performance enhancement measures with tracked results and enforced outcomes.
4. Each state park should evaluate and pursue opportunities to employ private or public service providers on-site to accomplish elements of park operations that can be more cost-effectively provided.
5. Each state park annually evaluates its users' profile for appropriate demographic and park usage information, and incorporates the data into a yearly program plan for the park to attract all demographic segments.
6. Each state park should utilize special events annually to draw people to the park.
7. Each state park seeks local partners to support portions of the state park programs and services.
8. Each state park should maintain sufficient non-labor operational funding so that required staff operational costs with benefits to maintain a high quality park does not exceed 65% of the total budget.
9. Each state park is designed to accommodate 10 visitor experiences at a minimum while maintaining a 90% customer satisfaction rating or higher.
10. Each state park maintains an updated master plan conducted every 10 years.
11. Each state park manages by maintenance standards, program standards and operational standards adopted and enforced by the Regional Directors and senior state park management.
12. Where possible, each state park has representation at each of the Chambers of Commerce or other applicable tourism and business promotional organizations within their community in order to promote the park in their region as a usable and friendly asset.
13. Each state park has a friends group who raises money that is given to the state park each year to use for improvements or to support programs that are agreed upon prior to fund raising.
14. Each state park manages by at least 10 performance measures. It is critical that the park system grow to adopt performance measures over time. The phasing and prioritization of these measures is detailed in this report. These could include the following:
  - Capacity management by amenity
  - Revenue versus expenses based against anticipated budget
  - Cost center goals for efficiency and revenue development are met at 95% of the goal
  - Customer satisfaction is at least 90%
  - Retention of the core market returns at least once each year at 70% or greater
  - Four to six percent (4% - 6%) of the total asset value in the park is funded annually for maintenance and repairs



- Each state park should maximize the number of partnerships in place that help them to manage the resources and provide services in the state park
- Each state park is provided additional funding equal to at least 5-7% of their annual operational budget committed to promoting the state park in the region and the state
- Each state park effectively manages constituent groups to maintain balanced and appropriate park use
- Each state park features a minimum of annual volunteer hours equal to 15% of paid staff hours
- Equipment replacement in set on a schedule and is met at 95% level on a yearly basis

### **MAINTENANCE STANDARDS**

PROS has developed expected industry standards in hours per tasks and annual frequencies by Levels of Services. The PROS Standards are based on NRPA data and include information regarding parks in western states. PROS Standards consist of typical park and recreation maintenance tasks and presents the standards in three levels with Level 1 being the highest standards and Level 3 being the lowest of the three standards.

#### **SYSTEM MAINTENANCE STANDARDS**

Kentucky State Park maintenance best practices should include the following four elements that are applied and managed holistically for the system:

1. Kentucky State Parks should spend 4% of the value of their total assets less land values maintaining what they already own to keep them well positioned and maintained for the safe use and enjoyment of visitors.
2. Kentucky State Parks implement a maintenance management plan that details three levels of maintenance standards defined above that are applied to parks based upon their level of service, classification, and use. It is appropriate to have multiple zones with varied levels of services within each park.
3. Kentucky State Parks should have a maintenance work order system in place to track the cost of maintenance, utilities, supplies, equipment and employee time for parks and recreation facilities based on set standards. The work order system also manages asset lifecycles for all replacement schedules to keep parks and facilities up to the level they need to so the public will enjoy them for a long period of time.
4. Kentucky State Parks should have an equipment replacement program established and funded to keep equipment tied to employee productivity and supporting the efficiency goals of the agency.

#### **INDIVIDUAL PARK MAINTENANCE STANDARDS**

Kentucky State Park System operational best practices should include the following five elements that need to be implemented at each state park:

1. Each state park should implement the system maintenance management plan referenced above that details level of service and appropriate maintenance standards for each.
2. Each state park should develop partnerships with their local community and user groups to help with clean up and fix up days in the parks. This should include developing adopt a park

programs, and adopt a trail programs to keep parks looking good and providing a great image for the community.

3. Each state park has at least 20% of maintenance hours supported by volunteers.
4. Each state park invests 4-6% of their operational budget in maintaining what they already own.
5. Each state park establishes estimated man-hour requirements associated with the levels of service maintenance standards described above to manage site and facility quality, and employee productivity.

## DEVELOPMENT AND ACQUISITION STANDARDS

The Kentucky State Park System should apply the following five development standards for the development of facilities and acquisition of new sites:

1. Feasibility studies for all facilities that are expected to generate more than 50% of their operational costs should be conducted prior to design phase. These studies should evaluate projected usage, revenue generating capacity, and estimated operating costs. This does not include facilities such as maintenance areas, or those utilized for general operational support.
2. Kentucky State Parks should maintain park and land inventories that are aligned with population demands and growth trends. Because Kentucky features diverse eco-regions and population distribution characteristics, it is difficult to implement consistent standards across the entire state. As an alternative approach that better addresses park demand, concentration of other public park and recreation providers, and development pressures unique to different regions of the state, standards should be developed uniquely to park management regions.
3. Open space standards are best implemented if based on the natural areas available in a community that need to be protected from development and that support wildlife habitat and unique species of plants or trees in a community. Open space can include drainage corridors for flood control purposes, rivers, streams, and buffer areas surrounding parks. These areas are acquired for preservation purposes first, and recreation second and most open space areas have limits on development of 10% of the total property inventory.
4. Kentucky State Parks should expand and enhance its design standards and construction specifications to better protect and preserve the integrity of newly constructed infrastructure.
5. Kentucky State Parks should expand and enhance its construction management standards to improve and enforce the quality and efficiency of contractor oversight during construction projects.



## COMMUNITY VALUES MODEL

The Consultant Team synthesized the public input findings from both the interviews and household survey to develop a framework for establishing future improvement strategies. The *Community Values Model* below represents strategies that are derived from the detailed findings of the community input process associated with this *Financial and Operations Strategic Plan* for Kentucky State Parks. This strategy matrix will be applied to the realities surrounding the political environmental and funding climate in which the System operates to create a realistic action plan moving forward. Additionally, these strategies can be used to validate the vision and mission of Kentucky State Parks.

|                 | <b>COMMUNITY VALUE 1: PUBLIC MANDATES</b>   | <b>COMMUNITY VALUE 2: STANDARDS</b>   |
|-----------------|---|---|
|                 | Upgrade, enhance and maintain park and recreation facilities that support the unique identities of residents within the Commonwealth while maintaining strong connectivity to promote community interaction, healthy lifestyles, and enjoyment. | Establish a high level of quality through the implementation of consistent standards for development, design, operations, and maintenance of park and recreation facilities that provides high quality services, safety, and cleanliness. |
| <b>Strategy</b> | Upgrade existing park and recreation infrastructure to modern standards, including accessibility, sustainability, and efficient and optimal use of all park properties and recreation facilities.   | Adopt customized park and recreation facility maintenance / management standards for the Kentucky State Park System.  |
| <b>Strategy</b> | Protect and manage open space and natural areas, as well as historic and cultural resources.  | Create balance and accessibility through programs and facilities for more diverse types of users at state parks.  |
| <b>Strategy</b> | Perform more thorough and consistent maintenance of parks and recreation facilities.  | Implement and monitor maintenance standards.  |
| <b>Strategy</b> | Connect park system to the community through facilities and amenities that are better aligned with public need and interests.   | Establish and monitor precise performance measures for individual parks and the System.   |
| <b>Strategy</b> | Develop more special events that bring the community together through the parks and recreation system.  | Park performance measures should address overall use, programs, resource management, and financial performance.   |
| <b>Strategy</b> | Develop facilities and recreation programs that engage diverse age segments.  |   |
| <b>Strategy</b> | Enhance existing signature facilities that increase the image value and perception of Kentucky State Parks that will re-energize a sense of pride.  |   |
| <b>Strategy</b> | Responsibly manage the limited financial resources of the Commonwealth to achieve the performance expectations for the Kentucky State Parks System.   |   |

|                 | <b>COMMUNITY VALUE 3: PROGRAMS</b>   | <b>COMMUNITY VALUE 4: FINANCES</b>   |
|-----------------|--|--|
|                 | Provide balance and consistency in the delivery of core programs and services by meeting the needs of diverse ages and interests through new and fresh programs, incorporating healthy lifestyles, natural and cultural resource appreciation, and good social values. | Manage park and recreation facilities and programs that generate revenue at established cost recovery goals to off-set operational costs while considering affordability, customer need and demand, value of services received, and leveraging of resources. |
| <b>Strategy</b> | Develop and implement program standards as it applies to core programs and services including health and wellness, natural and cultural resource stewardship, and social values.   | Create a revenue policy and philosophy that encourages users to invest in facilities supporting their interests based on the level of exclusivity they receive above a general taxpayer.   |
| <b>Strategy</b> | Create functional and productive year- round programs, including enhancement of facilities and services throughout the System targeting special events.  | Enhance recreation spaces to create value that users are willing to pay for sufficiently to off-set operating costs.   |
| <b>Strategy</b> | Develop a youth services program partnership plan for Kentucky State Parks with youth service organizations throughout the Commonwealth.   | Establish the true cost of services for programs and facilities, and create a cost recovery goal for each program.   |
| <b>Strategy</b> | Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.   | Design facilities and facility operations to produce revenue to offset operating costs.  |
| <b>Strategy</b> | Develop appropriate recreation programs for people with disabilities.  | Appropriately promote and market programs and facilities to increase usage and participation that will enhance revenue capacity of the System.   |
| <b>Strategy</b> | Increase the level of funding available for program development, marketing, and facilitation.  | Establish a System-wide cost recovery goal that represents an appropriate balance of public, private and merit services.   |
| <b>Strategy</b> | Increase programs targeted towards family recreation services to increase families participating together.   | Explore and work to develop a dedicated funding source to support the rising operational costs of Kentucky State Parks, as well as to improve the positioning of the System.   |



|                 | <b>COMMUNITY VALUE 5: PRICING</b>   | <b>COMMUNITY VALUE 6: PARTNERSHIPS</b>  |
|-----------------|---|---|
|                 | Develop a system of tiered pricing that is based on total costs of service, level of service, cost recovery goals, characteristics of the users and user groups, and a sustainable approach to managing programs and facilities | Maximize resources through equitable partnerships to leverage facilities and open space development opportunities and achieve efficient and effective operations.                               |
| <b>Strategy</b> | Enhance existing pricing and fee structures to address total costs of services and cost recovery goals specific to each program area and facility.  | Develop public/public, public/not-for-profit, and public/profit partnership policies, including potential partnerships with local communities for maintaining park facilities and services.     |
| <b>Strategy</b> | Enhance existing pricing and fee structures to address wear and tear of facilities as a result of use.  | Develop appropriate partnerships with youth service organizations and schools for youth programs.   |
| <b>Strategy</b> | Establish criteria to determine appropriate pricing and fees for non-profit organizations conducting charity and community-based programming at Kentucky State Park facilities.   | Improve the terms of any inconsistent partnership agreements with existing partners utilizing state park facilities for private events.   |
| <b>Strategy</b> | Develop recreation programs that represent a tiered level of service with varied and appropriate pricing.   | Develop and action plan for transforming or disengaging from long-standing relationships that are inequitable to the Commonwealth.  |
| <b>Strategy</b> | Maintain community access to recreation programs and facilities by keeping reasonable and diverse opportunities for free programs and facility use.   | Develop a sustainable partnership with an appropriate non-profit organization in Kentucky to leverage private sector funding to support programs provided to under-served resident populations. |

## PERFORMANCE IMPROVEMENT RECOMMENDATIONS

These performance improvement recommendations are a synopsis of how the Kentucky State Park System can improve financial performance, market position, and management best practices over the next six months to five years. The specific goals of these recommendations are to:

1. Sustainably maintain the quality and integrity of Kentucky State Park operations while also streamlining current operations through means of greater efficiency in operational expenses and improved earned revenues.
2. Improve the condition of facilities, assets, and amenities to be aligned with the standards of a high quality state park system.
3. Improve the alignment of programs and services with market needs and interests.
4. Improve the management culture and practices of the agency to support recapturing and maintaining the status of the “nation’s finest state park system.”

A major objective of the performance improvement recommendations was to eliminate the annual shortfall in the operational budget of Kentucky State Parks. The table below details these savings and cost avoidance strategies. Year 1 is the initial year of implementation and will likely have smaller cost avoidance potential due to the timing of policy and practice changes.

| Recommendation   | Target Cost Avoidance |                  |
|--|-----------------------|------------------|
|  | Year 1                | Year 2 - Ongoing |
| Financial losses should be reduced and eliminated in food and dining services.   | \$1,187,000           | \$1,700,000      |
| Financial losses should be reduced and eliminated in golf operations.  | \$500,000             | \$1,000,000      |
| Adjust operating seasons of state parks to minimize extreme financial losses during non-peak periods each year. Additionally, renegotiate utility contracts to reduce or eliminate demand charges for electricity. | \$450,000             | \$604,000        |
| Transfer ownership of Ben Hawes State Park to City of Owensboro, Kentucky.   | \$250,000             | \$250,000        |
| Continue reductions of labor costs as allowed through state statutes to responsibly balance operational expenditures during seasons of low park usage and revenue generation.                                      | \$1,672,000           | \$2,500,000      |
| Elimination of year-end deficit  | \$1,970,000           | ---              |

The performance improvement recommendations represent strategies that are organized into the following five key areas of focus:

1. Organizational Management
2. Strategic Growth
3. Programs and Services
4. Facility Management
5. Finance and Budget Management



## **ORGANIZATIONAL MANAGEMENT RECOMMENDATIONS**

There are a number of recommendations aligned with the renewed vision and mission of Kentucky State Parks that must be addressed to improve the achievability of high-performing and sustained outcomes. Currently, the culture and structure of the organization does not support a high-performing system largely due to limited and inconsistent engagement and accountability of employees at all levels in the agency. The Consultant Team does not imply that these cultural issues developed as a result of any action or lack of action of the leadership of the agency, but rather it is a circumstance that has evolved over time from dedication to a dated style of management in a modern context.

The recommendations pertaining to organizational management are:

1. Develop and implement a deliberate initiative to improve internal communication, training, and engagement of all Kentucky State Park personnel.
2. Create a tiered management structure for the oversight of Kentucky State Parks that utilizes park management regions.
3. Clarify performance expectations and performance management of Kentucky State Park personnel to include elements of the agency's vision and mission, business and financial performance goals, natural and cultural resource management responsibilities, and customer service goals.
4. Maintain regular and formal communication between executive management and agency personnel regarding current issues, management objectives, and adopted strategies.
5. Engage local park management in key decisions affecting operations, performance, and efficiency.
6. Provide more detailed training in business management, marketing, and customer service to field staff.
7. Establish and perform to operational milestones set-up on six month increments or the upcoming few years.

## **STRATEGIC GROWTH RECOMMENDATIONS**

The strategic growth recommendations are directed at achieving the necessary outcomes to support Kentucky State Parks regaining the status of the nation's finest state park system. Many of the recommendations contained within other sections of this report are related to strategic growth objectives and are incremental steps to achieving the performance improvement goals of the Department.

The specific strategic growth recommendations addressed are:

1. Improve the connection of the park system to the community through facilities and amenities that are better aligned with public need and interests.
2. Develop public/public, public/not-for-profit, and public/profit partnership policies, including potential partnerships with local communities for managing maintaining park facilities and services.

3. Develop beneficial partnerships with youth service organizations and schools for youth programs.
4. Review and improve the terms of any inconsistent partnership agreements with existing partners utilizing state park facilities for private events.
5. Develop a sustainable partnership with an appropriate non-profit organization in Kentucky to leverage private sector funding to support programs provided to under-served resident populations.
6. Increase the level of funding available for program development, marketing, and facilitation.

**NOTE:** The use of the term “partnerships” is used frequently throughout this section and other sections of this report. This term is used to mean “working relationships and agreements with public, private non-profit, and possibly private for-profit entities to improve the ability of Kentucky State Parks to improve the overall positioning of the System.” This does not include concessionaire or other relationships for contracted services. All traditional legal connotations associated with the term “partnership” are not relevant to these recommendations, nor does the Consultant Team assume the terms of recommended partnership agreements reflect these legal obligations.

### PROGRAM AND SERVICES RECOMMENDATIONS

Kentucky State Parks offers great opportunities for visitors to experience the natural splendor and adventure of Kentucky landscapes, explore the unique history and culture of the people of the region, and live healthy lifestyles. The programs and services of the System compliment the natural environment and state park facilities that are the venue for most experiences. It is critical that these programs and services are aligned with the interests and needs of the market served, and innovatively create experiences that leverage the park sites and their amenities.

The essential recommendations provided by the Consultant Team address the following issues:

- Current programs and services feature multiple examples of not being sufficiently aligned to the *evolved* interests and needs of the market.
- Current programs and services are not adequately marketed through a blended promotional approach.
- Inefficiencies in service delivery make current programs and services more costly than they can be.
- There is little regional and system-wide coordination in the development and delivery of programs and services.

To tackle these issues, the *Financial and Operations Strategic Plan* includes the following key recommendations:

1. Establish criteria for evaluating whether programs are core programs and services, value-added, or peripheral to the mission and objectives of the System.
2. Develop and implement program standards as it applies to core programs and services including health and wellness, natural and cultural resource stewardship, and social values.
3. Create functional and productive year- round programs, including enhancement of facilities and services throughout the System targeting special events.



4. Develop a youth services program partnership plan for Kentucky State Parks with youth service organizations throughout the Commonwealth.
5. Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.
6. Develop appropriate recreation programs for people with disabilities.
7. Increase programs targeting family recreation to increase families participating together.
8. Develop a diverse blend of special events throughout the System that engage the local community and draw tourists to state park facilities for single and multi-day uses.
9. Develop programs that represent a tiered level of service with varied and appropriate pricing.
10. Reinvigorate the marketing and communications promoting Kentucky State Parks both system-wide and for local parks.

### **FACILITY MANAGEMENT RECOMMENDATIONS**

Regaining the prestige of being the nation's finest state park system is heavily dependent on maintaining facilities and assets that are reflective of high quality design and standards of care. It is critical for Kentucky State Parks to develop standardized criteria in which to evaluate the condition of facilities and assets, identify facility improvement needs, and prioritize capital need and related appropriation requests. In addition, it is important to have standard methods for conducting both minor and major repair projects, tracking asset lifecycles, and scheduling major capital replacement requirements.

While the majority of facilities observed by the Consultant Team in this project featured facility and maintenance staff that had great pride in their work, the prevailing approach to facility maintenance is predominantly driven by the unique personalities at each park. This is reflective of employees with long tenure and preferred methods, and is not necessarily a problem. The challenge is the inconsistency of maintenance standards from park to park that is a detriment to sites that have a less motivated or experienced facility team.

The key recommendations provided by the Consultant Team regarding facility management include:

1. Upgrade existing park and recreation infrastructure to modern standards, including accessibility, sustainability, and efficient and optimal use of all park properties and recreation facilities.
2. Perform more thorough and consistent maintenance of parks and recreation facilities, and adopt customized park and recreation facility maintenance standards for the System.
3. Enhance existing signature facilities that increase the image value and perception of Kentucky State Parks that will re-energize a sense of pride.
4. Develop facilities and recreation programs that engage diverse age segments, and balance accessibility through programs and facilities for more diverse types of users at state parks.
5. Implement partnership plans for alternative management techniques for specific facilities.

## FINANCIAL AND BUDGET MANAGEMENT RECOMMENDATIONS

The financial and budget management recommendations are directed at improving the overall operational efficiencies of the System, including empowering stronger revenue generation potential. While these recommendations do not assert that full cost recovery through earned revenues is advisable, the appropriate balance of earned revenues and public funding that reflects the current and future financial circumstances of the Commonwealth is crucial.

It is generally accepted that high quality park systems cannot sustainably perform well at 100% cost recovery due to the following factors:

- The magnitude of the costs associated with operating high quality public park systems
- The obligation of public entities to maintain a sizeable proportion of programs, services, and park experiences for free or low costs to the user
- The constraints public parks have from being accountable and responsive to public interests
- The constraints public parks have from maintaining limited competition with related private businesses
- The limitations public parks have to implement aggressive entrepreneurial opportunities that would dramatically improve revenue generation (i.e. alcohol sales, exclusive access opportunities with high fees, and commercial enterprises)

The key financial and budget management recommendations provided by the Consultant Team are:

1. Create a revenue policy and philosophy that encourages users to invest in facilities supporting their interests based on the level of exclusivity they receive above a general taxpayer.
2. Establish the true cost of services for programs, and create a cost recovery goal for each.
3. Enhance recreation spaces to create value that users are willing to pay for sufficiently to off-set operating costs.
4. Effectively promote and market programs and facilities to increase usage and participation that will enhance revenue capacity of the System.
5. Establish a System-wide cost recovery goal that represents an appropriate balance of public, private and merit services.
6. Enhance existing pricing and fee structures to address total costs of services and cost recovery goals specific to each program area and facility, and to address wear and tear of facilities.
7. Establish business plans for park regions, and for state resort parks.
8. Reduce Kentucky State Park operational costs each year through alternative management strategies and greater efficiencies.



## ORGANIZATIONAL STRATEGIES

The organizational strategies that support the goals of greater financial sustainability for Kentucky State Parks in the next 10 years encompass three primary areas of focus. These include:

1. Management Structure
2. Organizational Culture
3. Management Policies and Practices

### MANAGEMENT STRUCTURE

The revised management structure and park management regions recommended in the *Financial and Operations Strategic Plan* should be implemented and monitored over the next 10 years. The details of these recommendations are provided below.

#### GOAL

Organize all state park facilities into management regions that allow for greater synergy between sites, operational efficiencies, reduced internal competition between parks, and increased accountability for park performance. Alter the organizational structure of the Central Office management team to accommodate the regional management approach.

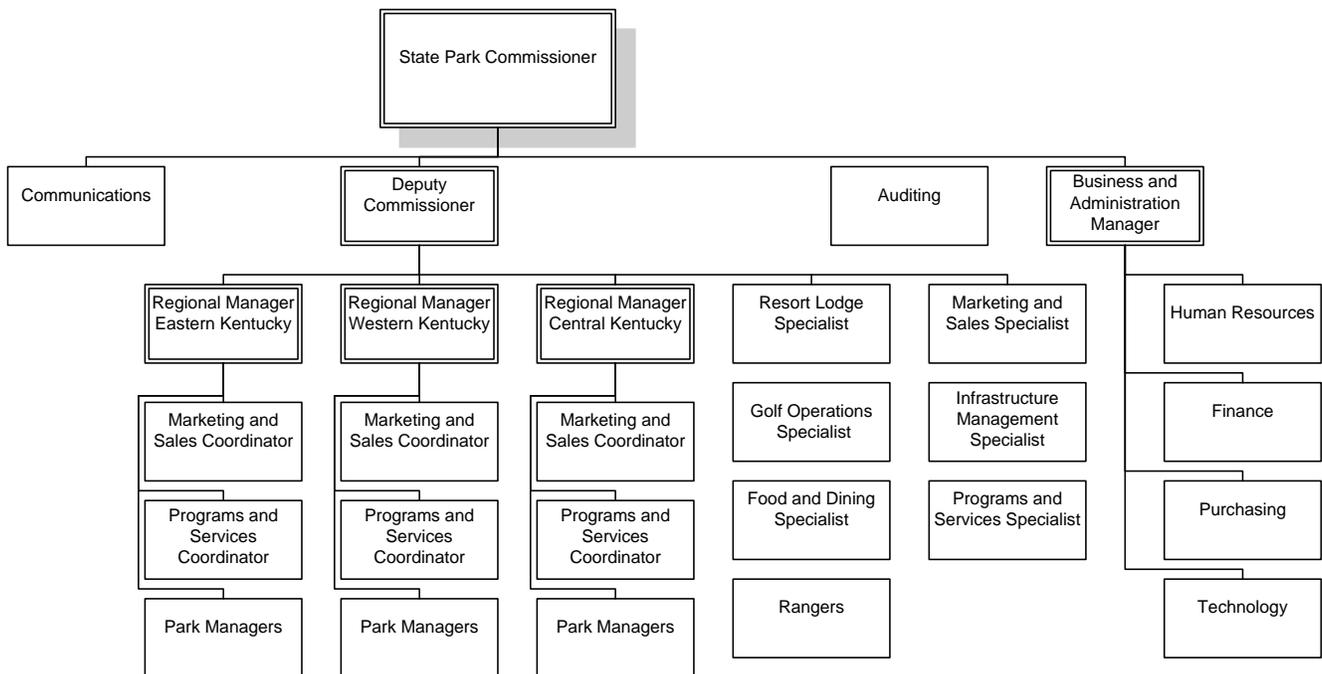
#### STRATEGY

Establish three (3) park management regions within the state that consist of Western Kentucky, Central Kentucky, and Eastern Kentucky and include all facilities within those zones. These recommended zones and their facilities are detailed in the tables below and on the following page.

| Western Kentucky                        |  |
|---|--|
| Ben Hawes State Park                    | Lake Malone State Park                       |
| Columbus- Belmont State Park            | Mineral Mound State Park                     |
| Jefferson Davis State Historic Site     | Nolin Lake State Park                        |
| John James Audubon State Park           | Pennyrile Forest State Resort Park           |
| Kenlake State Resort Park               | Rough River Dam State Resort Park            |
| Kentucky Dam Village State Resort Park  | Wickliffe Mounds State Historic Site         |
| Lake Barkley State Resort Park          |  |
| Central Kentucky                        |  |
| Barren River Lake State Resort Park     | Lake Cumberland State Resort Park            |
| Big Bone Lick State Park                | Lincoln Homestead State Park                 |
| Constitution Square State Historic Site | My Old Kentucky Home State Park              |
| Cumberland Falls State Resort Park      | Old Fort Harrod State Park                   |
| Dale Hollow Lake State Resort Park      | Old Mulkey Meeting House State Historic Site |

| Central Kentucky (continued)             |  |
|--|--|
| E.P. Tom Sawyer State Park               | Perryville Battlefield State Historic Site |
| Fort Boonesborough State Historic Site   | Taylorsville Lake State Park               |
| Green River Lake State Park              | Waveland State Historic Site               |
| General Butler State Resort Park         | White Hall State Historic Site             |
| General Burnside Island State Park       | William Whitley House State Historic Site  |
| Eastern Kentucky                         |  |
| Blue Licks Battlefield State Resort Park | Kincaid Lake State Park                    |
| Buckhorn Lake State Resort Park          | Levi Jackson Wilderness Road State Park    |
| Carr Creek State Park                    | Kingdom Come State Park                    |
| Carter Caves State Resort Park           | Natural Bridge State Resort Park           |
| Dr. Thomas Walker State Historic Site    | Paintsville Lake State Park                |
| Grayson Lake State Park                  | Pine Mountain State Resort Park            |
| Greenbo Lake State Resort Park           | Yatesville Lake State Park                 |
| Jenny Wiley State Resort Park            |  |

Additionally, it is recommended that management staff of Kentucky State Parks be reorganized to support this management model as portrayed in the organization chart below.



## ORGANIZATIONAL CULTURE

The enhancement of the organizational culture of Kentucky State Parks is a critical priority for sustaining the improved performance of the System. The Consultant Team recommends to implement and monitor the *My Kentucky State Parks 2020* initiative as defined within the performance improvement recommendations over the next 10 years as a campaign focusing on internal communication, engagement and accountability, and training and development.

### GOAL

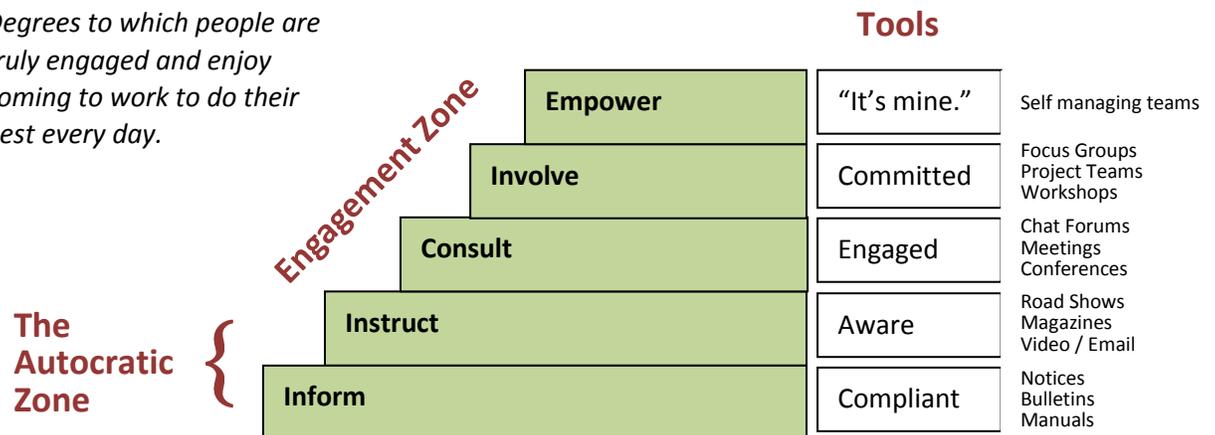
Improve the organizational culture and employee accountability in setting and achieving the performance requirements to be the nation’s finest state park system.

### STRATEGY

Plan and implement *My Kentucky State Parks 2020*, an internal improvement campaign consisting of three primary areas of focus:

1. **Internal Communication** – Implement a management plan for regular, vertical communication including a required format for regular staff meetings from the local level to Central Office staff, posted priorities for each month distributed from the Commissioner’s Office down through the organization by email, and regional staff meetings coordinated once per year for each park region.
2. **Training** – Enhance existing training structure to include business management, performance management, effective marketing and sales, and customer service. Provide training via a blend of traditional classroom, web conferencing, and webinar formats.
3. **Engagement** – Strengthen the existing recognition program(s) to include quarterly recognition of individual staff and parks for meeting/exceeding performance goals and clear alignment with the core values of the agency. Management must work with employees to promote engagement through understanding and accepting accountability to the goals and priorities of the entire agency. This can include appointed employee focus and working groups that make recommendations to the management team, as well as communicate to employees the importance of key management decisions.

*Degrees to which people are truly engaged and enjoy coming to work to do their best every day.*



## MANAGEMENT POLICIES AND PRACTICES

Recommended management policies and practices that support the goals of greater financial sustainability for Kentucky State Parks in the next 10 years are organized into nine areas of focus:

1. Internal Policies
2. Internal Communication and Coordination
3. Performance Management
4. Resource Development Office
5. Sales and Marketing Initiatives
6. Zero-based Budgeting
7. Standards
8. Integration of Technology to Support Operations
9. Public Awareness Campaign to Support Healthy Lifestyles

## INTERNAL POLICIES

The policy recommendations detailed below were described previously in the executive summary of this report.

### 1. Personnel Policies

*Enhancement of existing personnel policies to support employee performance management, recognition, interim or seasonal hiring, and training*

- a. **Employee performance management** – The performance of all employees will be managed in order to balance employee satisfaction and productivity. Employees will be informed of all expectations in a timely manner, expectations will be aligned to the core values and goals of the Department, performance will be monitored regularly throughout the year, feedback and coaching will be provided by immediate supervisors and documented, and consistent reward or consequence for employee performance will be enforced.
- b. **Employee recognition** – Employees will be recognized for performance that reflects “going above and beyond” their standard responsibilities. This can include recognition through team, region, or System communications; one-time monetary or leave rewards; annual compensation increase; and/or job grade promotion.
- c. **Interim or seasonal hiring** – Interim employees will be hired either directly or through a contracted employment services for clearly stated terms and duration. Expansion of terms or extension of duration requires approval of regional managers or deputy commissioner.
- d. **Training** – Training will be made available to all employees through a variety of means to support specific skill requirements unique to their responsibilities, safety, and customer service. Supervisors and managers will be required to complete additional training in employee performance management, budget and project management, and effective communication.

### 2. Asset Management Policies

*Enhancement of existing policies to support the maintenance and management of high quality assets and amenities*

- a. **Maintenance standards** – Consistent maintenance standards will be established and aligned with site management zones, specific types of assets, and infrastructure. These



maintenance standards will apply to all lands, assets, and amenities throughout the System.

- b. **Quality management** – Sites and assets will be monitored frequently by local park staff and designated regional personnel to identify and document short term and long term maintenance needs. Short term maintenance requirements will be addressed within one month of being identified given the availability of the necessary budget resources, or otherwise documented and scheduled for completion within a reasonable period of time. Long term maintenance will be evaluated based upon standard criteria to be prioritized for funding requests.
- c. **Capital project prioritization** – Long term maintenance needs will be evaluated by standard criteria and prioritized through a formal process into capital projects that can clearly identified and presented for funding approval by either the Commonwealth or other identified source.

### 3. **Pricing and Fees Policies**

*Enhancement of existing policies for earned revenues to support operational expenses*

- a. **Entry fees** – Entry fees for state recreation parks should be considered in order to support the operational costs for maintaining these sites and assets for public use and enjoyment. State resort parks should retain free entry.
- b. **Fees for overnight lodge stay** – Fees for overnight stay should be enhanced to include a more progressive schedule of fee variability based upon time of year, day of the week, and during special events or seasons. Discounting should be consistently used within an approved framework in order to increase sales. An additive building improvement fee of \$5.00 per room per reservation should be considered for lodge guests.
- c. **Recreation service fee** – An additive recreation service fee of 2% should be considered on all transactions for food and dining, lodge and cottage stays, camping, golf, and gift shop purchases.

### 4. **Partnership Policies**

*Enhancement of existing policies to support stronger contributions and equity in partnerships with public and private sector entities and organizations*

- a. **Public sector partners** – Policies should be enhanced for Kentucky State Parks entering into partnership with other public sector entities to support operational demands of state parks, special events or programs, or public service initiatives.
- b. **Private sector partners** – Policies will be enhanced for Kentucky State Parks entering into partnership with private sector organizations to support operational demands of state parks, special events or programs, sponsorship, co-branding, shared marketing initiatives, and philanthropy.

## **INTERNAL COMMUNICATION AND COORDINATION**

It is important to maintain regular and formal communication between executive management and agency personnel regarding current issues, management objectives, and adopted strategies. This includes establishing a schedule of staff meetings that roll-up from local parks required to meet at least monthly (encouraged to meet weekly), park managers with regional managers once monthly, park region managers with Commissioner’s Office and system-wide specialists at least monthly, park regions at least once annually, and park managers with Commissioner’s Office at least once annually.

Additionally, the following practices should be observed consistently throughout the System:

1. Establish minimum standards for all staff meetings that require focus on agency vision, mission, and core values; and monthly, quarterly, and annual priorities and goals of each park and the entire agency.
2. Implement regular communication regarding annual priorities throughout the organization with performance monitoring each month from the local park to the park region levels.
3. Implement a minimum schedule of staff meetings that roll-up from local parks required to meet at least monthly (encouraged to meet weekly), park managers with regional managers once monthly, park region managers with Commissioner's Office and system-wide specialists at least monthly, park regions at least once annually, and park managers with Commissioner's Office at least once annually.
4. Establish a feedback loop for reporting outcomes of park and management team performance, and outcomes from staff meetings. This can include a combination of email reporting, internal website postings, or otherwise.
5. Audit the effectiveness of staff meetings and internal communication of the agency's strategic goals and objectives.

### PERFORMANCE MANAGEMENT

A pivotal aspect of insuring lasting and positive change in the organization, as well as establishing an enduring cultural shift is to improve performance measurement and management for all employees of Kentucky State Parks. This includes aligning and evaluating performance expectations to the vision, mission, and goals of the Department; clarify consistent procedures for identifying and addressing poor performance; and improving overall accountability of employees to the outcomes of their work.

### Performance Management Process



Performance management should be directed at two components of accountability:

1. Employee accountability to performance expectations
2. Performance expectations that are accountable to the outcomes that support System-wide goals and objectives

Failure to sustain this accountability will result in the organization regressing back to a social management style and effort-based culture that will likely not support long-term financial sustainability for Kentucky State Parks.

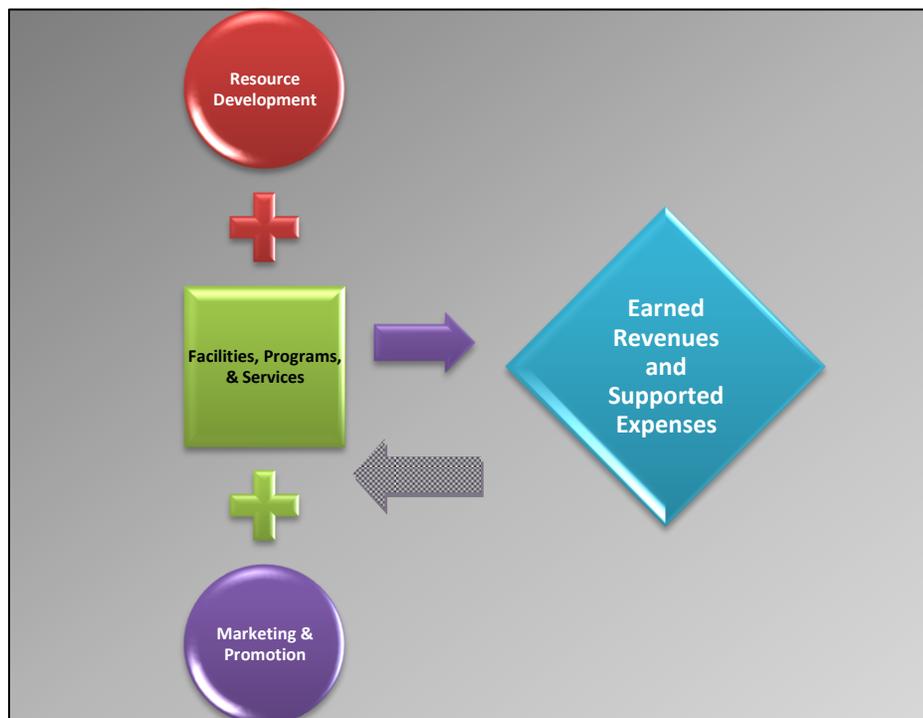


### RESOURCE DEVELOPMENT OFFICE

The Consultant Team strongly recommends that Kentucky State Parks establish a Resource Development Office that is either combined or closely aligned with the System-wide marketing and promotions specialist. The purpose of this office is to have a dedicated and experienced employee that is focused on increasing operational resources of the Department. This could be achieved through pursuing and securing innovative partnerships, developing and selling sponsorship opportunities, solidifying co-branding relationships, and coordinating large gifts and charitable support. This office would similarly take the lead on pursuing grant opportunities for either Kentucky State Parks or an identified partner to support operational requirements and special programs, campaigns or initiatives. Specific recommendations on resource development activities through co-branding are addressed in the *Funding and Resource Strategies* section of this report.

The resource development staff would optimally be the day-to-day liaison with non-profit friends groups and foundations that work closely with Kentucky State Parks. Establishing a consistent interface with these organizations can help to coordinate their strategies and contributions as unique moving parts to a complex network of support for the state park system. This staff would also be responsible for the implementation of recommendations regarding establishing a productive relationship with a non-profit, fund development partner. The Consultant Team recommended the need for a single person, with possibly an executive assistant, to perform this function. This person should report to or directly coordinate with the system-wide marketing and promotions specialist. Typically this would involve a base annual salary of \$50,000-\$60,000, with an additional \$25,000-\$35,000 in expenses to allow for pursuit of meaningful relationships with non-profit and private sector entities.

The schematic below illustrates how resource development works in tandem with marketing and promotions to fuel the facilities, programs, and services of Kentucky State Parks to produce earned revenues and support operational expenses that eventually create a re-investment back into facilities, programs and services.



### SALES AND MARKETING INITIATIVES

The optimal goal of all marketing activities of Kentucky State Parks is to produce sales, including:

1. Production of more sales of overnight stays at lodges, cottages, and campgrounds
2. Production of more meals served at state park dining facilities
3. Production of more usage of meeting rooms and conference facilities at state parks
4. Production of more rounds of play at golf courses
5. Production of more participation in large, signature events and programs

In order to do this effectively throughout the entire System, concerted and coordinated efforts must be dedicated to producing outcomes in these five key areas of state park operations. Monthly, quarterly, and annual goals should be established for each of these areas of focus, evaluated and measured, and monitored both by the staff responsible and management. Tools and techniques should be provided and refined to assist in the sales efforts including, but not limited to incentives, reward programs, customer follow-up and feedback opportunities, and packaging.



A recommended sales goal framework for lodge stays, cottage nights, camper nights, and golf participation is provided below.

|                       | 2009    | 2010    | 2011    | 2012    | 2013    | 2014    |
|-----------------------|---------|---------|---------|---------|---------|---------|
| Lodge nights          | 265,110 | 267,761 | 273,116 | 278,579 | 278,579 | 281,364 |
| Cottage nights        | 84,530  | 85,375  | 87,083  | 88,824  | 88,824  | 89,713  |
| Camper nights         | 606,159 | 612,221 | 624,465 | 636,954 | 636,954 | 643,324 |
| Golfers               | 218,180 | 220,362 | 224,769 | 229,264 | 229,264 | 231,557 |
| Annual Percent Change | n/a     | 1%      | 2%      | 2%      | 0%      | 1%      |

|                       | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | Percentage Change from 2009 | Increased Participation from 2009 |
|-----------------------|---------|---------|---------|---------|---------|---------|-----------------------------|-----------------------------------|
| Lodge nights          | 286,992 | 292,732 | 292,732 | 298,586 | 301,572 | 304,588 | 15%                         | 39,478                            |
| Cottage nights        | 91,507  | 93,337  | 93,337  | 95,204  | 96,156  | 97,117  | 15%                         | 12,587                            |
| Camper nights         | 656,190 | 669,314 | 669,314 | 682,700 | 689,527 | 696,423 | 15%                         | 90,264                            |
| Golfers               | 236,188 | 240,912 | 240,912 | 245,730 | 248,188 | 250,669 | 15%                         | 32,489                            |
| Annual Percent Change | 2%      | 2%      | 0%      | 2%      | 1%      | 1%      |                             |                                   |



**Summary Report**  
**Financial and Operations Strategic Plan**

The average operational expense and earned revenue per visitor, as identified in the table below, is based upon visitation from lodge, cottage, and camping stays; golf participants; and museum visitors. **NOTE:** Total recorded visitation only accounts for visitation to state parks that is tracked by fees and/or reservation-based services. This only includes lodge and cottage stays, camping, and golf. Since Kentucky State Parks does not currently charge entry fees, total actual visitation is unknown at this time. It is strongly recommended that Kentucky State Parks be granted the additional financial resources required to install and implement modern technology to better account for actual total visitation to state parks.

|          | Total<br>Operation<br>Expenses | Total Earned<br>Revenues | Total<br>Recorded<br>Visitation | Expense<br>per Visitor | Revenue<br>per Visitor | Subsidy per<br>Visitor |
|----------|--------------------------------|--------------------------|---------------------------------|------------------------|------------------------|------------------------|
| 2009     | \$83,175,752                   | \$54,448,661             | 1,216,784                       | \$68.36                | \$44.75                | \$23.61                |
| 2008     | \$90,106,896                   | \$54,478,012             | 1,287,502                       | \$69.99                | \$42.31                | \$27.67                |
| 2007     | \$87,616,434                   | \$55,119,045             | 1,289,423                       | \$67.95                | \$42.75                | \$25.20                |
| 2006     | \$83,558,258                   | \$51,867,344             | 1,326,923                       | \$62.97                | \$39.09                | \$23.88                |
| 2005     | \$80,838,845                   | \$52,349,983             | 1,304,424                       | \$61.97                | \$40.13                | \$21.84                |
| 2004     | \$82,813,720                   | \$49,812,333             | 1,338,328                       | \$61.88                | \$37.22                | \$24.66                |
| 6-Yr Avg | \$84,684,984                   | \$53,012,563             | 1,293,897                       | \$65.52                | \$41.04                | \$24.48                |

The Consultant Team has observed in the process of the *Financial and Operations Strategic Plan* that the vast majority of operational expenses are largely comprised of fixed costs. While some costs, such as interim labor, could be viewed as variable based on increased traffic to state parks during peak visitation periods, much of these seasonal expense variances have the capacity to absorb the recommended increases in sales noted on the previous page without significant increases in related expense. In other words, the labor, utility, service, and material resources required to serve 305,000 lodge guests is not significantly higher than that required to serve 265,000. This is founded in the reality that the increased traffic would likely be spread over a period of months, and over several properties.

Therefore, the recommended increases in traffic detailed in the tables on the preceding page will be assumed to not require more than an additional \$10 expense per visitor, while revenues per visitor can be assumed to be at least \$44.75, as seen in 2009. Utilizing these figures it is estimated that achieving 15% increases in lodge, cottage, and camping stays, as well as golf participation has the likelihood of producing additional net revenues over \$6,000,000 annually as detailed in the table on the following page. A target of a 15% increase in visitation is recommended because it is feasible, but still ambitious.



Photo source: [www.parks.ky.gov](http://www.parks.ky.gov)

| Item Description  | Quantity                       |
|---|--------------------------------|
| 2009 Visitation (lodge, cottage, camping, golf)           | 1,173,979                      |
| Projected 2020 Visitation (lodge, cottage, camping, golf) | 1,348,797                      |
| Increased Visitation (2020)                               | 174,818                        |
| Estimated Increased Revenues (2020)                       | \$8,155,273 <sup>♦</sup>       |
| Estimated Variable Expenses (2020)                        | (\$1,748,182)                  |
| <b>Estimated Increased Net Revenues (2020)</b>            | <b>\$6,407,090<sup>♦</sup></b> |

Recommended methods and tools for supporting the achievement of a 15% increase in traffic from 2009 to 2020 include, but are not limited to the following:

1. Establish a stronger brand for Kentucky State Parks that can symbolize high quality experiences for visitors and improve the effectiveness of marketing and sales campaigns.
2. Update the Kentucky State Parks website with greater use of pictures and images, and promotion of benefits and opportunities versus amenities.
3. Update Kentucky State Parks collateral material with greater use of pictures and images, and promotion of benefits and opportunities versus amenities.
4. Coordinate quarterly regional sales meetings that produce sales goals and milestones that will be measured and evaluated on a monthly basis.
5. Establish current and prospective contact lists for sales contacts that include a quantity of contacts equal to at least double the targeted sales goals.
6. Utilize new or innovative programming to generate publicity in television, radio, newspapers, and magazines about experiences and opportunities at Kentucky State Parks.
7. Develop co-branding partners that can off-set the costs advertising in major media outlets.
8. Provide training to marketing and sales coordinators on the process for making effective sales and building a more loyal customer base.
9. Create a reward program that effectively encourages more frequent use of Kentucky State Parks by current customers.
10. Utilize purchasing incentives such as discounting and packaging to drive traffic to off-peak periods for visitation.

### ZERO-BASED BUDGETING

Zero-based budgeting is a technique of planning and decision-making in which every department function is reviewed comprehensively and all expenditures must be approved, rather than only forecasted budgetary increases. Zero-based budgeting requires the budget request be justified in

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<sup>♦</sup> Assumes no pricing or fee increases in the next 10 years, making this a conservative estimate.



complete detail by each manager starting from a “zero-base”. The zero-base is indifferent to whether the total budget is increasing or decreasing.

Traditionally in park agencies, zero-based budgeting involves the identification of a task or tasks and then funding resources to complete the task independent of current resourcing. In other words, building budgets around the amount of resources required to perform tasks in a standardized and business-like manner. The advantages to zero-based budgeting include:

1. Efficient allocation of resources, as it is based on needs and benefits.
2. Drives managers to find cost effective ways to improve operations.
3. Detects inflated budgets.
4. Useful for service-based industries like parks where the output is difficult to identify.
5. Increases staff motivation by providing greater initiative and responsibility in decision-making.
6. Increases communication and coordination within the organization.
7. Identifies and eliminates wasteful and obsolete operations.
8. Identifies opportunities for outsourcing.
9. Forces cost centers to identify their mission and their relationship to overall goals.

The key to establishing reliable zero-based budgeting in an organization as large as Kentucky State Parks is to create resource requirement standards aligned to specific tasks that are consistent throughout the System. For example, utilizing management zones and facility maintenance standards to project the required labor hours and material costs for performing routine maintenance activities at like sites or assets throughout the System can make the zero-based budgeting exercise consistent, and detect for variance resulting from either inflated budget requests or from insufficient planning.

### **STANDARDS**

Standards for programs and asset maintenance/management are strongly recommended in order to preserve the ability of Kentucky State Parks to operate more in a business-like management model. Specific standards in these areas identified in the *Financial and Operations Strategic Plan* should be implemented and monitored over the next 10 years to support or more financial sound organization.

These standards include the following.

#### **PROGRAM STANDARDS**

1. Establish key areas of focus for programs and services including health and wellness, natural and cultural resources appreciation and stewardship, and responsible recreation.
2. Establish minimum program facilitation standards (i.e. number and diversity of programs, targeted participation, pricing, etc.) for each park and park region that balance the approach of programs and services provided they meet the above stated criteria.
3. Apply performance measures as determined appropriate by the core program and service criteria to all classes of programs, and seasonally evaluate program performance.

#### **ASSET MAINTENANCE/MANAGEMENT STANDARDS**<sup>∇</sup>

1. Establish maintenance standards and frequency levels for each type of amenity based on expectations of the visitors to the park and to meet customer service requirements for a well

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<sup>∇</sup> Detailed example maintenance standards are provided in an appendix of this report.

maintained parks system. These standards can also vary by park or asset type, such as day use facilities, historic sites, resort parks, standalone day parks, community and regional parks.

2. Develop maintenance standards for day use facilities, historic sites, resort parks, community parks, and regional parks.
3. Train staff on maintenance standards and frequency levels for care to meet the expectations of the visitors to the park system.
4. Upgrade the amenities that have the highest level of use first to keep them well positioned in the market place.
5. Establish an overall theme and color scheme for each park with updated furniture, fixtures, equipment, lighting, signage, landscaping, floor and window coverings, and over all décor.
6. Identify key amenities that will drive people of all ages to the park to include at least four quality experiences for each age group represented in the park.
7. Establish maintenance zones in the park with different maintenance standards for each zone based on the level of use it gets and what the park is trying to get users to use in the park.
8. Inspect maintenance standards on a weekly basis to achieve a 90% or greater compliance as it applies to customer satisfaction levels met.

These standards should be codified into an operational manual that is distributed to each state park. Appropriate staff at each park should be provided training to understand the standards, how and why they were derived, and how they will be enforced.

### IMPROVE INTEGRATION OF TECHNOLOGY TO SUPPORT OPERATIONS

The use of technology to support operations is an area of potential improvement that has great potential for Kentucky State Parks. There are three areas in particular that technology could make a notable difference in either the quality of user/visitor experience, or creating efficiencies for the System in addressing its daily responsibilities. These three areas are:

1. **The promotion and registration of large programs throughout the park system.** Large events and programs offered throughout the state park system should be more clearly promoted via the Kentucky State Parks website and other forms of e-marketing. Programs that encourage or require advance registration should have an option through the website to make reservations. This could also be done through technology partners that specialize in online program/event registration such as [www.active.com](http://www.active.com).
2. **Reservations for golf throughout the System.** The utilization of online reservations/registration for golf tee times would greatly improve the efficiency through which reservations are made. In addition, this technological feature would enhance the marketing “reach” of Kentucky State Park golf courses, and appeal to the expectations of many modern golfers. Online registration partners can also be used to achieve this functionality without retooling the existing website.
3. **Asset and facility management.** Currently there does not appear to be a universal system that logs and tracks asset and facility needs throughout all of Kentucky State Parks. There are 3,639,618 square feet of buildings alone in the state park system, not including other assets such as campgrounds, trails, boat docks, and utilities. While there is an inventory system for much of this that is maintained by the Commonwealth, this system does not appear to track facility needs, major capital repair and replacement schedules, or any other maintenance and management information that can assist Kentucky State Parks to be more proactive in planning for the resource requirements to address facility needs.



### IMPLEMENT A STATE-WIDE PUBLIC AWARENESS CAMPAIGN SUPPORTING HEALTHY LIFESTYLES

According to recent polls and reports conducted by Gallup, Kentucky residents are among the most stressed and least healthy in the nation. In a report published by Gallup on August 21, 2009, Kentucky ranks number one among all 50 U.S. states as the most “stressed”, and ranks number four as having the least “happy” residents<sup>♦</sup>. Additionally, in a report published August 20, 2009, Kentucky ranks number 11 among all 50 U.S. states for having the greatest “obesity”, and ranks number six for highest rate of diabetes among residents<sup>∇</sup>.

These recent findings highlight that between the factors of stress, happiness, obesity, and diabetes, Kentucky residents lead some of these least healthy lifestyles among those of other states throughout the United States. There is a strong fiscal and business justification for the Commonwealth to invest more resources in promoting healthy lifestyles among residents *especially* if Kentucky State Parks are a part of that campaign. The outdoor experiences available at Kentucky State Parks through walking, hiking, swimming, canoeing and kayaking, rock climbing, bicycling (on and off road), traditional sports, golf, fishing, wildlife viewing, and many more forms of recreation and leisure activities can go a long way towards making happier and healthier residents.



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<sup>♦</sup> “Stress and Happiness: Often, But Not Always, Related”, Dan Witters, Gallup.com, August 21, 2009.

<sup>∇</sup> “Obesity and Diabetes: Across States, a Clear Relationship”, Dan Witters, Gallup.com, August 20, 2009.

## SITE MANAGEMENT STRATEGIES

The site management strategies that support the goals of greater financial sustainability for Kentucky State Parks in the next 10 years encompass four primary areas of focus. These include:

1. Highest and Best Value Assessment
2. Site Planning
3. Alternative Management
4. “Green” Initiatives

### HIGHEST AND BEST VALUE ASSESSMENT

In the context of this *Sustainable Strategies Plan*, the Consultant Team defines a “highest and best value assessment” of sites in the Kentucky State Parks System as,

*The appraisal of a state park site, including historic sites, for its highest and best value including the unique characteristics of the site, natural and cultural resource stewardship requirements, visitation and revenue generating capacity, site and asset conditions, previous capital investment, and impact on nearby local communities.*

It is recommended that all state park sites be evaluated using standard criteria to assess their highest and best value in the System. Once evaluated, sites can be organized and ranked as to their value in supporting the mission and goals of the Department. The purpose of these assessments and valuations is to prioritize decision making throughout the System, including influencing capital improvement or new development priorities. An example matrix demonstrating this process is provided below.

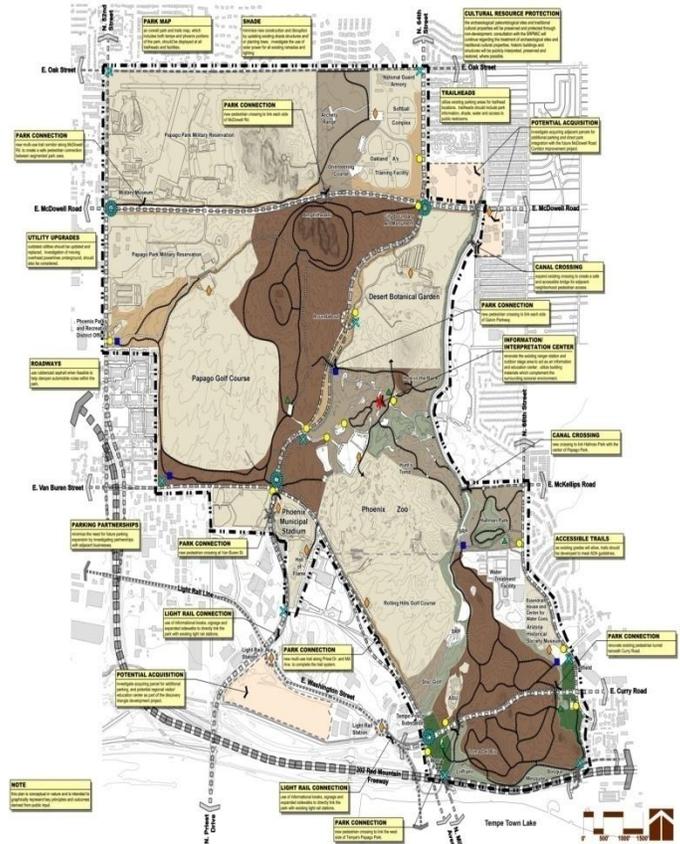
| Site Characteristics   | Score (select one)                               |   |   |   |   |
|--|--|---|---|---|---|
|  | ("5" being highest value, "1" being least value) |   |   |   |   |
| Uniqueness of site compared to other state parks               | 1  | 2 | 3 | 4 | 5 |
| Uniqueness of facilities at this site                          | 1  | 2 | 3 | 4 | 5 |
| Significance of natural resources present                      | 1  | 2 | 3 | 4 | 5 |
| Significance of cultural resources present                     | 1  | 2 | 3 | 4 | 5 |
| Current revenue generating capacity of the site and facilities | 1  | 2 | 3 | 4 | 5 |
| Current visitation to the site                                 | 1  | 2 | 3 | 4 | 5 |
| Current site conditions  | 1  | 2 | 3 | 4 | 5 |
| Current facility and asset conditions                          | 1  | 2 | 3 | 4 | 5 |
| Significance of previous capital investment at the site        | 1  | 2 | 3 | 4 | 5 |
| Economic impact on local communities                           | 1  | 2 | 3 | 4 | 5 |
| <b>RANKING</b>   | <b>TOTAL SCORE =</b>                             |   |   |   |   |
| <b>High Priority Site</b>                                      | <b>Scores 40 – 50</b>                            |   |   |   |   |
| <b>Moderate Priority Site</b>                                  | <b>Scores 25 - 39</b>                            |   |   |   |   |
| <b>Deferred Priority Site</b>                                  | <b>Scores less than 25</b>                       |   |   |   |   |



**SITE PLANNING**

Best practices in site planning include maintaining updated master plans and/or site plans for each state park and historic site. The principles of good site planning include:

1. Maintain master plans or site plans for each site that are updated every 10 years.
2. Architecture and facility design that compliments the natural surroundings, and represents appropriate space and energy efficiencies.
3. A sense of arrival that is congruent with the park's purpose and overall messaging.
4. Adequate signage for way-finding to and within the park.
5. Protection of natural and/or historic resources within the park from human impact resulting from park use and visitation.
6. Adequate size or acreage for the park to preserve significant natural resources within its boundaries, and to provide a sound and manageable habitat for wildlife in the case of extreme external encroachment from development.
7. Facilities and services that provide equitable opportunities for visitors to enjoy the amenities of the park by addressing known and evolving community needs and preferences.
8. Roads and parking areas that feature best design practices regarding environmental and functional aspects, and that are well maintained to protect the quality of the assets and the experience of visitors.
9. Trails, paths, and sidewalks that are well maintained to allow for visitors' safe and meaningful use.
10. Interpretation and education regarding the natural and/or historic significance of the site through multiple methods including literature, signage, and programs.
11. Annual and routine evaluation of facilities and services, and performance on the desired outcomes of a high quality park. Action plans are developed and implemented to address any issues of concern.
12. Master plans and site plans balance the resource stewardship requirements of the site with responsible and meaningful public use, while optimizing revenue generating capacity of the park and the visitor experience.



## ALTERNATIVE MANAGEMENT

The Consultant Team provided multiple alternative management recommendations for sites and facilities in the *Financial and Operations Strategic Plan* that should be implemented and monitored over the next 10 years. These recommendations pertaining predominately to sites (not facilities) included:

1. Adjust operating seasons at all state parks to minimize extreme financial losses during non-peak periods each year.
2. Transfer ownership of Ben Hawes State Park to the City of Owensboro, Kentucky.

These recommendations can be expanded over the next 10 years as opportunities arise for Kentucky State Parks to further streamline operations and continue to provide great facilities and services to the public. This could include the transfer of specific amenities or whole sites to other public entities or non-profit organizations who may be better suited to manage those particular sites. These opportunities could include, but not be limited to:

1. Possible transfer of selected historic sites to local communities and/or local historical societies and preservation organizations for management.
2. Possible consideration of land leases that allow for private and/or commercial use of selected tracts on state park sites.

## “GREEN” INITIATIVES

Nationwide, the parks and recreation industry is adopting green or sustainable practices in operations, particularly maintenance operations. The Sustainability Sites Initiative 2008 (SSI) issued a report on the guidelines and performance benchmarks for sustainable practices. The SSI was an interdisciplinary partnership led by the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center, and the United States Botanic Garden. This body of work focuses on fostering and transforming land development and maintenance practices. According to the Initiative, sustainability is defined as “the design, construction, operations, and maintenance practices that meet the needs of the present without compromising the ability of future generations to meet their own needs.”

Commitment to sustainable practices should be of critical importance to Kentucky State Parks. Included in the appendix of the report is a sustainability audit the Department can follow to assess its commitment to green practices in design, maintenance, facility operations, and recreation programming. As an overview, the maintenance management of the Department should develop an overall policy that guides the Department in green practices, including the reuse of materials, the reduction of waste, implementation of recycling at all parks and facilities, green design practices, energy conservation, and green purchasing practices. Many agencies have developed green teams that oversee the agency’s commitment to sustainable practices.

A brief list of practices the Department can deploy for maintenance management includes:

- Utilizing green purchasing practices, such as the Environmental Protection Agency’s Environmentally Preferred Products program or [www.greenseal.org](http://www.greenseal.org) or the U.S. Communities program, which is a nationwide procurement program that pools the purchasing power of public agencies to achieve bulk volume discounts
- Purchasing products from recycled and recyclable content
- Requiring vendors to use recycled materials



- Using the Green Building Council's Leadership in Energy and Environmental Design (LEED) in future buildings
- Using prairie or woodland restoration or bio-swales to reduce maintenance costs, control erosion, and/or promote wildlife habitats
- Use of animal resistant trash containers, particularly for bears
- Use of fuel efficient hybrid-electric hybrid vehicles and equipment
- Use of alternative fuels
- Using alternative and/or biological pest control in place of traditional chemical solutions
- Promoting the reduction in the use of fertilizers and pesticides in parks by means of utilizing drought and disease-resistant native plants species and eliminating mowing in some areas
- Promoting the use of integrated pest management to reduce the use of fertilizers and pesticides
- Developing an agency-wide recycling program for facilities, offices, and parks
- Designing landscaping around facilities that promote energy conservation through wind breaks, shading, and using drought-tolerant plants

Kentucky State Parks can become a leader in the parks and recreation industry and the community by developing a comprehensive sustainability program. As part of this, developing a communications plan for educating Kentucky residents about the Department's sustainable efforts will assist in accomplishing this leadership role. To support monitoring and evaluating the environmental sustainability practices of Kentucky State Parks, the Consultant Team provides the example audit to monitor progress in sustainability initiatives on an annual basis as seen below and on the following pages.

### **ORGANIZATIONAL**

- Does your agency have a board/council approved environmental policy or set of guidelines that helps it become more environmentally responsible?
- Does your agency apply for grants related to sustainability?
- Does your agency utilize green purchasing practices, using the EPA's Environmentally Preferred Products program or [www.greenseal.org](http://www.greenseal.org)?
- Does your agency seek vendors of environmentally friendly products?
- Does your agency have a recycling program for facilities, offices, and parks?
- Are recycling containers visible, well marked and easy to locate?
- Do you purchase products made from recycled and recyclable content?
- Do you require vendors to use recycled materials?
- Does your agency use electronic communication as a way of conserving paper?
- Do you allow telecommuting and flexible work time to decrease staff time in commuting?
- Do you use variable work days, such as a four day work week to reduce commuting?
- Do you participate in webinar training and in house training in order to decrease travel and related energy consumption?
- Do you encourage the use of video conferencing to conduct business with remote sites and vendors?
- Do you reinforce your commitment to sustainability through ongoing communication and briefings with staff?

### **FACILITIES**

- Does your agency consider LEED certification?
- Does your agency have green roofs?
- Location of facilities/buildings within walking or alternative means of transportation?

- Do buildings and facilities offer connections through trail systems with other facilities, such as an indoor recreation center located near athletic fields?
- Are facilities co-located with other social infrastructure to maximize use?
- Are facilities built with long-term usage sustainability in mind through multi-purpose and adaptable spaces?
- Do restrooms, locker rooms, bathrooms have water saving devices? (low flow showers and toilets and/or motion activated faucets)
- Do you use motion activated lighting systems, fluorescent, and compact fluorescent lights?
- Does your agency seek to purchase office supplies, carpeting (Carpet and Rug Institute Green Label Plus), carpet padding (Carpet and Rug Institute Green Label), and furniture with low VOCs (volatile organic compounds) as a way to improve and protect indoor air quality?
- Are staff and the public encouraged to recycle via policies, training, memoranda and notices, and does your agency provide opportunities for staff and patrons to recycle waste products in office areas, classrooms, and public areas including lobbies, facilities, etc.
- Does your agency conduct energy audits?
- Do you use energy efficiency as a specification when purchasing or replacing major appliances?
- Do facility HVAC systems include energy saving features?
- Do you use green cleaning products?
- Do you make use of any alternative energy systems to provide energy such as passive or active solar systems or geothermal energy?
- Does your agency consider sustainable, reclaimed and local materials when renovating facilities?
- Has your agency considered or installed permeable paving in parking and pathways rather than replacement with asphalt or concrete?

#### **FLEET**

- Does your agency have a safety policy/training procedure in place, and provide the proper work environment/equipment (i.e. appropriate ventilation, wash-out stations) and safety gear for employees regarding the handling of hazardous materials?
- Do you perform regular preventative maintenance on motorized vehicles?
- Does your agency properly dispose of all vehicle fluids and engine parts?
- Does your agency properly dispose of hazardous materials?
- Do you purchase vehicles that use alternative fuel or hybrid vehicles?
- Does your agency apply for grants that promote and provide the means for the use of clean energy? ( bio-diesel, E85, LPG)
- Do you geographically locate maintenance areas in order to reduce travel time?

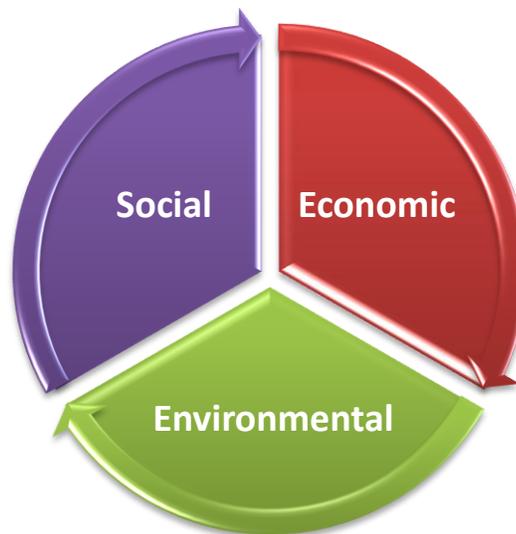


### **PARK/OPEN SPACE/NATURAL AREA/ AND GOLF MAINTENANCE**

- Does your agency promote the use of integrated pest management to reduce the use of pesticides?
- Does your agency have a maintenance and management plan for natural areas?
- Does your agency follow natural resource management best environmental practices in attempting to improve natural areas, control exotic species and increase biodiversity?
- Does your agency reduce the use of fertilizers and pesticides in parks by means of utilizing drought and disease resistant native plant species and eliminating mowing in some areas?
- Does your agency utilize xeriscape techniques as a way to reduce water use?
- Is landscaping around facilities designed to promote energy conservation through windbreaks, shading, and using drought tolerant plants?
- Does your agency use alternative and/or biological pest control practices in place of traditional chemical solutions?
- Does your agency use prairie or woodland restoration or bio-swales to reduce maintenance costs, control erosion or promote wildlife habitats?
- Does your agency follow natural resource management best environmental/management practices to improve natural areas and increase biodiversity by including native landscaping, rain gardens, bio-swales, etc. when designing park property?
- Does your agency increase public awareness/provide information to existing residents or prospective home buyers of natural/preserved areas and man-made detention sites with interpretive signs, educational brochures/posters, programs, and partnering with other organizations and/or local developers?
- Is your agency committed to incorporating best management practices when designing park property, including the use of native landscaping, rain gardens, bio-swales, etc?

### **PROGRAMS/PARK AMENITIES**

- Establishment of trails and connectivity to encourage walking and biking?
- Offering programs related to sustainability and environmental stewardship?
- Do you prominently mention your commitment to sustainability in publications, program guide, and website?
- Do you support the use of volunteers to assist with environmental stewardship activities?



## FACILITY MANAGEMENT STRATEGIES

The facility management strategies that support the goals of greater financial sustainability for Kentucky State Parks in the next 10 years encompass five primary areas of focus. These include:

1. Market Needs and Modern Users
2. Asset Management Plan
3. Capital Prioritization Process
4. Development and Operational Principles
5. Alternative Management

### MARKET NEEDS AND MODERN USERS

It is critical for Kentucky State Parks to improve its ability to meet the needs of the residents and visitors of Kentucky in order to improve the positioning of the System and overall visitation to state parks. This can best be achieved by connecting the park system to the community through facilities and amenities that are better aligned with public need and interests, including related programs and services. The recommendations detailed in the *Financial and Operations Strategic Plan* that should be implemented and monitored over the next 10 years include the following.

1. Maintain consistent research through post-hoc and intercept surveys with guest and park visitors to obtain information on prevailing market needs and interests.
2. Develop kid-focused attractions that include one or more of the following amenity types at a minimum of 50% of the state resort parks over the next five years:
  - a. Water park linked to swimming pool
  - b. Spray grounds where water parks are not feasible
  - c. Covered/enclosed swimming pools
  - d. Updated playgrounds
  - e. Adventure/extreme sport venues including BMX, skateboard parks, fishing, rock climbing / bouldering walls
3. Develop group facilities that include one or more of the following amenity types at a minimum of 50% of the state parks over the next five years:
  - a. Group pavilion
  - b. Group bunkhouses
  - c. Meeting or recreation halls
4. Develop additional trails throughout the system that accommodate the following uses:
  - a. Hiking
  - b. Mountain biking
  - c. Equestrian
  - d. Kentucky State Trail Project

The specific recommendations in the table on the following page for individual parks are aligned with this action plan. These recommendations are not intended to represent all possible opportunities within the System to improve the connection to market needs, but are intended to provide a framework from which additional recommendations can be developed by the management team.



**Summary Report**  
**Financial and Operations Strategic Plan**

| Recommendation   | Location                               | Target Market  |
|--|--|--|
| Covered pool with limited water park features and spray ground | Kentucky Dam Village State Resort Park | Families with children, youth groups                             |
| Updated playground   | Kentucky Dam Village State Resort Park | Families with children; youth groups                             |
| Covered pool with limited water park features and spray ground | Lake Barkley State Resort Park         | Families with children; youth groups                             |
| Updated playground   | Lake Barkley State Resort Park         | Families with children; youth groups                             |
| Climbing / bouldering tower with observation deck              | Pennyrile Forest State Resort Park     | Adventure tourism, families, groups                              |
| Canopy Tour  | Pennyrile Forest State Resort Park     | Adventure tourism, families, groups, naturalists                 |
| Mountain bike skills area                                      | Pennyrile Forest State Resort Park     | Adventure tourism, mountain bike enthusiasts, special events     |
| Geo-cache and orienteering course                              | Green River Lake State Park            | Trail and orienteering enthusiasts, youth groups, special events |
| Water park and spray ground                                    | General Butler State Resort Park       | Families with children, youth groups                             |
| Mountain biking skills area                                    | Lake Cumberland State Resort Park      | Adventure tourism, mountain bike enthusiasts, special events     |
| Updated playground   | Old Fort Harrod State Park             | Families with children   |
| Mountain biking trails   | Buckhorn Lake State Resort Park        | Adventure tourism, mountain bike enthusiasts, special events     |
| Equestrian trails and support facilities (corral, etc.)        | Buckhorn Lake State Resort Park        | Adventure tourism, equestrian enthusiasts, special events        |
| Equestrian camping area  | Buckhorn Lake State Resort Park        | Adventure tourism, equestrian enthusiasts, special events        |
| Golf cottages  | Grayson Lake State Park                | Golf enthusiasts   |
| Cottages   | Greenbo Lake State Resort Park         | General public   |
| Covered pool and spray ground                                  | Greenbo Lake State Resort Park         | Families with children; youth groups                             |
| Equestrian camping area  | Greenbo Lake State Resort Park         | Equestrian enthusiasts, special events                           |
| Kentucky State Trail Project                                   | Linkages to multiple parks             | Trail enthusiasts  |

These projects are organized into a recommended implementation timeline based upon an organizational and facility needs analysis, and subsequent public input and market findings. The prioritization and timeline of these recommendations are detailed in the table of the following page.

| <b>Recommended Project</b>                                     | <b>Location</b>                        | <b>Priority</b> | <b>Timeline</b>    |
|--|--|-----------------|--------------------|
| Updated playground   | Kentucky Dam Village State Resort Park | <b>High</b>     | <b>2010 - 2013</b> |
| Updated playground   | Lake Barkley State Resort Park         | <b>High</b>     | <b>2010 - 2013</b> |
| Updated playground   | Old Fort Harrod State Park             | <b>High</b>     | <b>2010 - 2013</b> |
| Equestrian camping area  | Carter Caves State Resort Park         | <b>High</b>     | <b>2010 - 2013</b> |
| Water park and spray ground                                    | General Butler State Resort Park       | <b>High</b>     | <b>2010 - 2013</b> |
| Equestrian camping area  | Pennyrile Forest State Resort Park     | <b>High</b>     | <b>2010 - 2013</b> |
| Equestrian trail support facilities                            | Jenny Wiley State Resort Park          | <b>High</b>     | <b>2010 - 2013</b> |
| Geo-cache and orienteering course                              | Green River Lake State Park            | <b>High</b>     | <b>2010 - 2013</b> |
| Mountain biking trails   | Buckhorn Lake State Resort Park        | <b>Moderate</b> | <b>2010 - 2016</b> |
| Canopy Tour  | Pennyrile Forest State Resort Park     | <b>Moderate</b> | <b>2010 - 2016</b> |
| Climbing / bouldering tower with observation deck              | Pennyrile Forest State Resort Park     | <b>Moderate</b> | <b>2010 - 2016</b> |
| Mountain biking skills area                                    | Lake Cumberland State Resort Park      | <b>Moderate</b> | <b>2010 - 2016</b> |
| Support facilities for equestrian trails (corral, etc.)        | Buckhorn Lake State Resort Park        | <b>Moderate</b> | <b>2010 - 2016</b> |
| Equestrian camping area  | Buckhorn Lake State Resort Park        | <b>Moderate</b> | <b>2010 - 2016</b> |
| Mountain bike skills area                                      | Pennyrile Forest State Resort Park     | <b>Moderate</b> | <b>2010 - 2016</b> |
| Covered pool with limited water park features and spray ground | Kentucky Dam Village State Resort Park | <b>Moderate</b> | <b>2010 - 2016</b> |
| Covered pool with limited water park features and spray ground | Lake Barkley State Resort Park         | <b>Moderate</b> | <b>2010 - 2016</b> |
| Kentucky State Trail Project                                   | Linkages to multiple parks             | <b>Moderate</b> | <b>2010 - 2016</b> |
| Golf cottages  | Grayson Lake State Park                | <b>Moderate</b> | <b>2010 - 2016</b> |
| Cottages   | Greenbo Lake State Resort Park         | <b>Low</b>      | <b>2010 - 2020</b> |
| Covered pool and spray ground                                  | Greenbo Lake State Resort Park         | <b>Low</b>      | <b>2010 - 2020</b> |



## ASSET MANAGEMENT PLAN

Kentucky State Parks operates and manages 3,639,618 square feet of buildings and structures distributed across 52 parks in the System. These structures vary in age from over 50 years old to those developed within the last year. It is critical that the System develop an asset management plan to proactively manage these facilities and insure they continue to reflect the attributes of high quality standards. The attributes of the asset management plan should include:

- Track facility and asset inventory and conditions in a user-friendly database that assist the System to project major facility needs.
- Establish maintenance standards and frequency levels for each type of amenity based on established expectations of the visitors to the park and to meet customer service requirements for a well maintained parks system. These standards can also vary by park or asset type, such as day use facilities, historic sites, resort parks, standalone day parks, community and regional parks.
- Train staff on maintenance standards and frequency levels for care to meet the expectations of the visitors to the park system.
- Rank each property to its infrastructure appeal and usability by each type of user to the parks system.
- Upgrade the amenities that have the highest level of use first to keep them well positioned in the market place.
- Establish maintenance zones in the park with different maintenance standards for each zone based on the level of use it gets and what the park is trying to get users to use in the park.
- Inspect maintenance standards on a weekly basis to achieve a 90% or greater compliance as it applies to customer satisfaction levels met.

As with many large park systems, Kentucky State Parks has amassed a sizeable amount of deferred maintenance over the last several years as a result of insufficient available funding to support the needs of the System. In order to realistically reduce this list of critical deferred maintenance items down within a reasonable amount of time, a multi-year asset improvement campaign must be organized and implemented.

The recommendations of the Consultant Team are that the System focuses on improving the assets, facilities, and amenities of Kentucky Parks at a rate of five parks each year for ten years. The predominant areas of focus within this improvement campaign should focus around the following key issues:

- Asset lifecycle, major repair, and replacement schedules
- Updated interior design themes, colors, furniture, fixtures, and equipment for application parks and facilities that supports optimal visitor experiences
- Identified funding and resource requirements for the multi-year asset improvement campaign

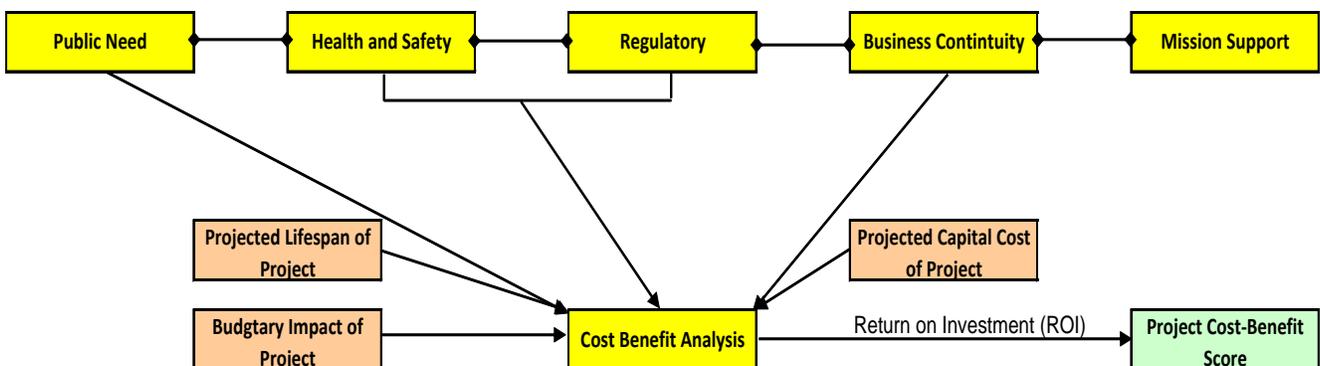
**NOTE:** A summary of facility conditions provided in the Appendix of this report detail facility needs on a park-by-park basis. These conditions were assessed and reported by the local state park managers, and were collected and included by the Consultant Team in the *Comprehensive Assessment Report* associated with this project.

## CAPITAL PRIORITIZATION PROCESS

One of the great challenges for state park systems is to effectively identify and prioritize capital projects, including capital repair, replacement, and new development projects. This process is compounded by the diversity of assets in the System, the diversity of needs these assets serve, the vast range of asset conditions from new to out-of-service, the limited funds and resources available to meet capital needs, and the politics of making investments in state-owned facilities in one region versus another. Kentucky State Parks should strive to implement a standard process for identifying, evaluating, and prioritizing capital projects that address these complexities, but do not allow these issues to detract from the primary goal – the efficient maintenance and improvement of assets to meet the needs of the public and to reflect a high quality state park system.

The Consultant Team has found in Kentucky as well as in other state park systems that the identification of capital needs is the most tedious and challenging aspect of this process. Because of the size and nature of the state park system, the identification of capital needs is typically the responsibility of local park staff and management. There is usually great variance in how individuals will identify facility needs or classify their urgency, leading to an immediate lack of consistency in how these potential capital projects can be evaluated. It is important to provide consistent training for all maintenance personnel on proper inspection and identification of facility needs, as well as to have a designated regional maintenance coordinator that can regularly tour each site within his or her region and consistently inspect for capital needs.

Once identified, the evaluation of capital projects should reflect a process that includes both tangible and intangible measures of costs and benefits of the assets being repaired, replaced, or newly developed. The Consultant Team recommends the adoption of an evaluation model to assist with this process. The purpose of the Capital Projects Evaluation Model (CPEM) would be to evaluate proposed capital projects across numerous financial and business variables, while accounting for measures of public need, health and safety, regulatory, and mission-oriented priorities of the agency. This model should not be used as a sole determination of the priority of capital projects, but can be utilized as a component of the evaluation process to determine those priorities. It is critical for the agency to utilize measurement and evaluation tools like the CPEM for purposes of prioritizing capital projects in order to establish consistency and transparency. The logic map and flowchart for the recommended model provided in this report is shown below.



The results of the model is a statistical scoring reflecting the relative ratio of cumulative “costs” compared to cumulative “benefits” of each project. This is not a measure of project importance, but only a scoring of a project’s relative cost effectiveness, or cost-benefit ratio.

**LOGIC**

The logic behind the model is to evaluate proposed capital projects across numerous variables to assess relative and cumulative costs, public need, and benefits. These variables have been determined relevant based upon research of traditional cost-benefit financial models, as well as known aspects of public benefit that are derived from public capital projects. While this model is not a perfect representation of the circumstantial variables that are often evaluated to prioritize capital projects, the logic of the model represents a concerted and valid measure or evaluation of the financial aspects of capital projects of a public agency across both tangible and intangible variables.

The algorithm of the model is detailed below:

**Algorithm:**  $Q_{CB} = F_L \left( \frac{(R_i)}{(C_i/L_p)} + (N_p + C_{NA} + PHS + EP) / (HSR + I_B) \right)$

- $Q_{CB}$  = Quotient of cost / benefit
- $R_i$  = Return on investment
- $L_p$  = Project lifespan on capital improvement (years)
- $C_i$  = Cost of investment (financial)
- $N_p$  = Combined measure of public need (weighted formula)
- $C_{NA}$  = Consequence of no action
- $I_B$  = Projected budgetary impact
- $HSR$  = Combined measure of health, safety and regulatory requirements (multiplied)
- $PHS$  = Preservation of historic structures additive value
- $EP$  = Environmental protection additive value
- $F_L$  = Funds leveraged from outside of KSP to support capital project costs

**VARIABLES AND REQUIRED INPUTS**

As noted in the algorithm, there are numerous variables each project is evaluated across in the process of determining a quotient of cost-benefit. These variables and their details are described in the table below and on the following pages. There are select variables that are measured differently between the state parks module of the model, and those that can be developed for the other agencies. This is a result of the distinctly different purposes and modes of operation facilities and services across the agency represent. These differences and the required inputs for the model are provided in the tables that follow.

| Variable                                    | Description   | Required Input   |
|---|---|--|
| <b>R<sub>i</sub> – Return on investment</b> | Return on investment is calculated in the state parks module as an estimate of increased <i>net</i> revenues plus anticipated operational savings associated with completion of the proposed capital project. | Estimated total revenues and expenses directly associated with the capital project once completed; estimated operational savings associated with the capital project once completed. |

| Variable   | Description   | Required Input   |
|--|---|--|
| <b>L<sub>p</sub> – Life span of the project</b>                              | Projected life span of the capital asset or project is projected as the reasonable lifecycle of the project, not including capital repair and replacement requirements.   | Projected life span (years) of the capital asset or project  |
| <b>C<sub>i</sub> – Cost of investment</b>                                    | Cost of investment is the estimated cost of completing the proposed capital project.  | Estimated cost of completing the proposed capital project.   |
| <b>N<sub>p</sub> – Combined measure of public need</b>                       | Public need is measured as a combined obligation of multiple elements.<br><br>For State Parks, public need is the weighted combination of recent occupancy of the site during periods of peak usage, the overall visitation to the site, and preference ratings provided by either public survey or focus groups. | The State Parks module can be front loaded with occupancy and visitation data for each park. Either the database should be updated each year with this information, or data entered directly in the fields for each project. |
| <b>C<sub>NA</sub> – Consequence of no action</b>                             | The consequence of no action is evaluated to include whether or not a lack of action would affect facility usage, closure of facilities, discontinuing of services, or loss of natural and/or cultural resources.   | Selection of consequence of no action scenario that best fits the circumstances of the project and related sites.<br><br>Notes and explanations are requested in the space provided.   |
| <b>I<sub>B</sub> – Projected budgetary impact</b>                            | The projected budgetary impact estimates how the completed capital project will affect the financial performance of the park or site  | Selection of impact that best fits the circumstances of the project on the operational cost recovery of the park or site.  |
| <b>HSR – Combined measure of health, safety, and regulatory requirements</b> | Health, safety, and regulatory requirements that are associated with the proposed capital projects are measured as a sense of urgency to meet obligatory standards and best practices of the public sector.   | Selection of the requirements that best fit the circumstances of the project in each field.  |
| <b>PHS – Preservation of historic structures</b>                             | The “preservation of historic structures” variable applies to any proposed capital project that features one or more scope items that address this mission requirement of the agency.   | Selection of whether or not the scope includes the preservation of historic structures.  |



| Variable                               | Description  | Required Input  |
|--|--|---|
| <b>EP – Environmental protection</b>   | The “environmental protection” variable applies to any proposed capital project that features a scope that predominantly focuses on this mission requirement of the agency.  | Selection of whether or not the scope is predominantly focused on an environmental protection issue.  |
| <b>F<sub>L</sub> – Funds leveraged</b> | The “funds leveraged” variable estimates the percentage of the total capital budget for the project that is being provided from a source outside of the agency and its typical state funding mechanisms. This variable amplifies the overall score of the project by the proportional capital costs being leveraged. | Estimated percentage of the total capital budget for the project that is being provided from a source outside of the agency and its typical state funding mechanisms. |

**OUTPUTS OF THE MODEL**

The output of the CPEM is a ratio, or relative score of each project’s cumulative benefits divided by its cumulative costs. There are no scores that will result in a value less than zero due to the nature of the algorithm, with the balance threshold for costs and benefits being the score of 1. Therefore, scores higher than 1 indicates more benefits than costs, and scores lower than 1 represent more costs than benefits.

It is common that public capital projects will feature a score less than 1, and still remain an important priority for the State and the agency. Capital projects with scores less than 1 should not be viewed as less important or inappropriate as a priority for the agency. Rather, projects that score less than 1 should be critically reviewed for their unique circumstances that are contributing to a low score on a financial model. These projects may score very high in other aspects of the overall project evaluation process.

**STANDARDIZED TYPOLOGIES**

Once scores are calculated there is a standard scale applied to type projects as “High Cost Benefit”, “Moderate Cost Benefit,” or “Low Cost Benefit.” As stated previously, the score and resulting classification of cost benefit should not be interpreted as a measure of importance or priority. This is only a measure of the financial implications of a project, and not its relative importance to the State.

**BACKGROUND FORMULAS**

There are two major background equations calculated as a component of the model, derived from the unique nature of the variables. The first background formula in the CPEM is that public need for state parks is a weighted combined measure of site occupancy, site visitation, and public preferences collected from market research. These variables are combined through a weighted formula that reflects their relevance to public need as a measure. As a result, occupancy is weighted strongest, followed by visitation and market research. This establishes the “public need” variable as a multivariate measure of demand, with capacity usage and overall site usage as the leading indicators.

The second background formula is designed to address the reality that there is tremendous disparity between the estimated capital costs of projects because of size, scope, and scale, but limited disparity between measures of benefit. As a result, a background formula calculates R<sub>i</sub> based upon the size of the

ratio between capital costs and lifespan. This improves the relative scale of accuracy that large, costly projects are measured in comparison to capital projects of lesser costs. Cost-benefit scores are figured so as to compare relative costs to relative benefits, and project scores are greatly impacted by their estimated capital costs.

### USING THE OUTPUTS

The outputs of the CPEM can be provocative both within the agency, and to its stakeholders. Proper handling of the results of the model will support a process that utilizes these outputs in context to the larger picture of determining agency priorities in a competitive, or limited funding environment. It is recommended that the outputs of the CPEM be utilized as a component of deriving the overall capital project priorities of the agency, and not as stand-alone measure of project importance. The Consultant Team also recommends the use standard deviation to further identify a set of projects that reflect relative high performance in this financial model.

### STANDARD DEVIATION

In the initial years of utilizing the CPEM, it is recommended that scores be evaluated utilizing standard deviation from either the mean or median of all scores for that year or biennium. Projects are typically evaluated bi-annually for purposes of preparing legislative appropriation requests in order to receive state funding. This evaluation is conducted as a snap shot of circumstances that are constantly changing, including the political and economic climate in which the agency operates. Utilizing standard deviation to establish boundaries within which a set of projects are considered to have reasonable cost benefit allows for projects to be measured against each other, versus a standardized scale. It is possible that scores for each year can be combined with scores from the previous years to create a multi-year measure of standard deviation in which to develop a standard threshold for reasonable cost benefit. This should be the discretion of Department and Cabinet leadership.

### DEVELOPMENT AND OPERATIONAL PRINCIPLES

There are multiple development and operational principles that support optimal financial performance of state parks that should be included in the standard policies and practices of the Department. These principles include the following.

1. Rank each property to its infrastructure appeal and use ability by each type of user to the parks system.
2. Establish where each amenity is in its lifecycle and establish a replacement schedule.
3. Establish prevailing age segments in which facilities, programs and services will be targeted toward. These age segments usually are:
  - 2 to 5 years
  - 6 to 8 years
  - 9 to 12 years
  - 13 to 15 years
  - 16 to 18 years
  - 19 to 25 years
  - 26 to 35 years
  - 36 to 55 years
  - 56 to 75 years
  - 75+ years
4. Identify key amenities that will drive people of all ages to the park to include at least four quality experiences for each age group.
5. Develop a cost of service assessment for each attraction, amenity and program in the park to determine its level of tax funding and or revenue contribution.



6. Establish appropriate cost recovery goals for each program area and facility that adds up to a meeting to the System-wide financial performance goals.
7. Design conference and meeting facilities to the capacity of the lodge or the region's capability to support the asset.
8. Require operational and revenue feasibility studies for any new development that exceeds \$1,000,000 in estimated capital expenditures.
9. Outsource unproductive facilities to be managed by private or other public entities.
10. Design facilities to lengthen the average stay of visitors, diversify revenue streams for the park, and avoid wasteful or unproductive practices.

### **ALTERNATIVE MANAGEMENT**

The Consultant Team provided multiple alternative management recommendations for sites and facilities in the *Financial and Operations Strategic Plan* that should be implemented and monitored over the next 10 years. Similar to those addressed in the *Site Management Strategies* section of this report, the recommendations pertaining predominately to facilities (not sites) included:

1. Set aside appropriate amount of inventory in Lake Barkley (30 rooms) and Kentucky Dam Village State Resort Park (14 rooms, 20 cottages) to be managed as time-share inventory in partnership with an established time-share property management entity. Solicit competitive bids for a qualified vendor as a time-share property manager.
2. Seek alternative management techniques for state park golf courses operations.
3. Seek alternative management techniques for state park food and dining operations. Additionally, revise hours and meal service offerings to match market demand, including continental breakfast Monday through Friday.
4. Convert part or all lodge gift shops to be managed by independent vendors for the Commonwealth for at least the next five years.

These recommendations can be expanded over the next 10 years as opportunities arise for Kentucky State Parks to further streamline operations and continue to provide great facilities and services to the public. This could include the transfer of management responsibilities for specific amenities to other public entities, private concessionaires, or non-profit organizations that may be better suited to manage those particular sites. These opportunities could include, but not be limited to:

1. Reduce operations of historic sites Monday through Thursday, unless with group program reservations.
2. Transfer of selected museums at state parks and historic sites to local communities or a related non-profit organization.
3. Convert selected campgrounds to be operated by private concessionaires.



Photo source: [www.parks.ky.gov](http://www.parks.ky.gov)

## FUNDING AND RESOURCE STRATEGIES

The funding and resource strategies that support the goals of greater financial sustainability for Kentucky State Parks in the next 10 years encompass three primary areas of focus. These include:

1. Pricing and Fees
2. National Branding and Marketing Campaign
3. Co-branding and Fund Development Partnerships

The goal of the strategies and recommendations contained in this section of the *Sustainable Strategies Plan* is to identify methods to create additional and reliable resources that support the operations of Kentucky State Parks. Due to the limitations of not submitting recommendations that require action or policies from the General Assembly, most or all of these strategies involve substantial effort on Kentucky State Parks to produce the additional resources through actions and outcomes. In other words, only action taken by the General Assembly to designate additional and dedicated funding sources to Kentucky State Parks through tax policy provides the System more resources based on current efforts. Since that is not an option for this plan, the only alternatives to generate additional resources will be the result of innovation, creativity, hard work, and unyielding pursuit of the desired outcomes by state park staff and leadership.

### PRICING AND FEES

Pricing and fee policies and practices are central to producing more resources in the System. The following recommendations should be considered and monitored over the next 10 years:

1. Develop a cost of service assessment for each attraction, amenity and program in the park to determine its level of tax funding and or revenue contribution.
2. Develop a pricing policy based on core and non-core services and based on its public, merit and private value and benefit received.
3. Price services based on benefit received, level of exclusivity, prime-time and non-prime time basis, season or off-season time, market place and length of stay.
4. Train staff on how pricing works and how to communicate prices to users.
5. Create a tiered pricing structure that encourages early reservations, off-peak usage, diverse user groups, and supports the cost recovery goals of the System. Specific pricing methods should include:
  - a. Primetime/non-primetime
  - b. Peak season/off season
  - c. Group discounts
  - d. Family/household discounts
  - e. Price by location
  - f. Price by competition
  - g. Price by volume
  - h. Price that supports loyalty
  - i. Price based on the level of benefits received
  - j. Price by length of stay
  - k. Price based on the level of exclusivity
  - l. Pricing by age segment



6. Implement “deals and discounts” pricing programs that encourage early reservations, packaging, multiple reservations, return reservations, and overall loyalty, including distribution of a post-peak season purchasing incentives to previous season guests.

In addition to these recommendations, the Consultant Team proposes additional pricing and fee measures to produce additional resources for the System. These recommendations are built on the premise that Kentucky State Parks actually has an indeterminable number of visitors each year that are not quantified, utilize facilities and amenities, create “wear and tear” on asset conditions, and do not pay fees to off-set the costs of making these experiences and opportunities available to the public. This is the result of the policy that Kentucky State Parks do not charge entrance fees. In fact, Kentucky is one of only 10 state park systems that do not charge entry fees as a standard practice.

As a result, only fee-based activities such as lodge stays, cottage stays, camping, golf, museum visits, food and dining, gift shops, and programs track participation and have the capacity to generate revenue above their related total costs of service to support the overall costs of operating the state park system. In light of this the Consultant Team recommends that the average prices per night for lodge stays increase 5% each year for four years beginning in 2010. It is estimated this can generate as much as \$1,030,000 annually in additional revenues.



## NATIONAL BRANDING AND MARKETING CAMPAIGN

Enhancement of the Kentucky State Parks brand resonance and equity is critical to producing increased usage and perceived value. This is imperative to support increasing fees and prices without customer resistance, as well as to achieve the goals of 15% increases in lodge, cottage, camping, and golf participation as noted earlier in this report.

The “Unbridled Spirit” brand of Kentucky is strong and easily recognizable, but not clearly linked to Kentucky State Parks or any specific service of the Commonwealth. This brand is seen more as a general symbol of Kentucky representing the *spirit* of current signature services, amenities, and aspects that are linked to the unique identity of being a resident of Kentucky. Because of its broad application, there is no decisive connection between this brand and the benefits provided by Kentucky State Parks to its users, and it is unlikely that it can be transformed into a brand that has resonance among consumers to specifically represent the quality of experiences available at Kentucky State Parks. In other words, Kentucky State Parks has little equity in the “Unbridled Spirit” brand.

The Consultant Team does not advocate putting the Commonwealth in a position where it is challenged to manage multiple brands. However, Kentucky State Parks is one of the very few if not the only service provided by the Commonwealth that is heavily dependent on purchasing behavior and *consumer choice* to largely measure success and financial sustainability. As a result, there is tremendous effort required to manage a brand unique to Kentucky State Parks that does not compete with “Unbridled Spirit”, but is an extension of it that is clearly linked in the perception of consumers to the quality of experiences and services available in the state park system. Aspects of brand equity that are the desired outcomes of these efforts include brand loyalty, awareness (recall and recognition), positive association, and perception of quality. Brands with high levels of awareness, and favorable and unique associations are high equity brands.

The benefits of managing strong brand equity include creating an advantage to charge premium prices for select services, to lower marketing costs, and to offer greater opportunities for sales. A badly mismanaged brand can actually have negative brand equity, meaning that potential customers have such low perceptions of the brand that they prescribe less value or desirability to the service. Specific benefits to strong brand equity also include:

- Positive brand equity allows you to charge a price premium relative to competitors or alternatives with less brand equity.
- Strong brands simplify the decision process for non-essential services.
- Strong brands can comfort users unsure of their decision by reducing their perceived risk.
- Brand names are used to maintain higher awareness of your services, and they provide for continuity when services are reorganized or changed.
- You can use brand equity to gain leverage when introducing new services.
- The brand is often interpreted as an indicator of quality.
- Strong brand equity insures that your services are considered by most consumers.
- Your brand can be linked to a quality image that users want to be associated with.
- Higher brand equity leads to greater loyalty from customers.
- Strong brand equity is the best defense against new competitors.
- Improvements in brand equity lead to higher rates of trial and repeat purchasing due to users' awareness of your brand, approval of its image/reputation, and trust in its quality.



A national marketing and branding campaign is necessary to strengthen the brand resonance and equity of Kentucky State Parks. The Consultant Team recommends the following actions to achieve this:

1. Establish a relationship with a nationally-recognized celebrity that can serve as the “Voice of Kentucky Tourism” in a state-wide and national tourism promotion campaign. The Consultant Team recommends that Diane Sawyer be considered and pursued based upon her heritage and roots in Kentucky, and her national profile.
2. Create a series of television and radio commercials promoting tourism to Kentucky narrated by the “Voice of Kentucky Tourism” that will air in Indiana, Ohio, Tennessee, New York, Illinois, Texas, Georgia, Missouri, and Florida. These commercials should promote tourism to Kentucky while focuses substantial imagery and messaging about the Kentucky State Parks.
3. Revamp the Kentucky State Park website to be more visually engaging, and provide more rapid awareness to programs, events, and experiences offered at state parks. Transform the website from a tool that is predominantly informative to one that is more inspiring and benefit driven.
4. Revamp the Kentucky State Park collateral material to be more visually engaging, and provide more rapid awareness to programs, events, and experiences offered at state parks.
5. Design and implement a publicity partnership program with major media organizations in newspaper, radio, and television markets to cover programs, events, happenings, facilities, and “deal and discounts” at Kentucky State Parks.
6. Regularly produce credible press releases for regional and national media supporting programs, events, and special occasions at Kentucky State Parks.

### CO-BRANDING AND FUND DEVELOPMENT PARTNERSHIPS

Kentucky features numerous large companies and organizations that are viable and potential co-branding partners with Kentucky State Parks. Co-branding partners are private entities that share common values with Kentucky State Parks and enter into a formalized agreement with the Commonwealth to link the brand of Kentucky State Parks with their own in an agreed format through clearly identified advertising and promotional campaigns. Specifically, this can be an avenue through which Kentucky State Parks can benefit from brand exposure in major advertising coverage on television and radio, newspaper and magazines, and through product promotions.

Potential co-branding partners in Kentucky include, but are not limited to the entities detailed below.

| Company                     | No. of Employees | Primary Location |
|-----------------------------|------------------|------------------|
| United Parcel Service (UPS) | 18,398           | Louisville       |
| Ford Motor Company          | 8,745            | Louisville       |
| Norton Healthcare           | 7,783            | Louisville       |
| Humana, Inc.                | 7,458            | Louisville       |
| Toyota Motor Manufacturing  | 7,400            | Lexington        |
| Lexmark International       | 3,450            | Lexington        |
| YUM! Brands, Inc.           | 2,123            | Louisville       |
| Amazon.Com                  | 1,100            | Lexington        |

Fund development is related, but different in that it relies upon a non-profit partner to pursue leveraging private sector funding and grant funding to support operational costs and highlighted programs of Kentucky State Parks. As noted, the following steps are recommended to be implemented and monitored over the next 10 years:

1. Approach the Kentucky State Parks Foundation to consider partnering with Kentucky State Parks for purposes of enhancing programs and services provided to underserved populations of the state.
2. Establish an annual goal for private sector fundraising to support the program goals and objectives.
3. Organize and support the planning and facilitation of fundraising events that leverage private sector funding for specific programs that provide services to underserved populations.

Both co-branding and fund development could be the daily responsibility of the Resource Development Office of Kentucky State Parks as recommended earlier in this report. Successful and sustainable resource development requires having consistent staff that is experienced and talented in establishing the necessary relationships with non-profit organizations and private companies so that these partners can easily see themselves as advocates for Kentucky State Parks.



Photo source: [www.parks.ky.gov](http://www.parks.ky.gov)



## CONCLUSION

This *Summary Report* has detailed numerous recommendations for improving the financial sustainability and best practices of Kentucky State Parks over the next 10 years. There are multiple recommendations contained herein that address increasing the internal funding and resources that support the operations of Kentucky State Parks. These recommendations are detailed below, including the operational expense reductions outlined in the performance improvement recommendations. In essence, these recommendations strive to create “slack resources” in the organization that can be applied to the improvement initiatives that will elevate Kentucky State Parks back to being the “nation’s finest” state park system. This is referred to in the table below as resource production, and is illustrated as a two-year process for actualizing the full potential of the recommendations.

While this report contains a wide range of recommendations for consideration, the table below summarizes the recommendations the Tourism, Arts and Heritage Cabinet and Department of Parks intend to implement to stabilize the operations of the State Park System.

| Recommendation   | Potential Resource Production |                    |
|--|-------------------------------|--------------------|
|  | Year 1                        | Year 2             |
| Financial losses should be eliminated in food and dining services. This can be achieved through: <ul style="list-style-type: none"> <li>1. Concession selected park dining operations</li> <li>2. Revise hours and meal service offerings to match market demand.</li> </ul> | \$1,187,000                   | \$1,700,000        |
| Financial losses should be eliminated in golf operations through converting all golf courses to be managed by a private concessionaire.  | \$500,000                     | \$1,000,000        |
| Reduce operating seasons at all state parks to minimize extreme financial losses during non-peak periods each year.  | \$450,000                     | \$604,000          |
| Transfer ownership of Ben Hawes State Park to City of Owensboro, Kentucky.   | \$250,000                     | \$250,000          |
| Change full-time employees to a standard 37.5-hour work week. Additionally, hire all seasonal and interim workers through a temporary employment service.  | \$1,672,000                   | \$2,500,000        |
| Elimination of deferred expenses   | \$1,970,000                   | -----              |
| Lodge fee increase (per year)  | \$1,030,000                   | \$1,030,000        |
| Average increased visitation to lodges, cottages, camping, and golf each year leading up to a total increase of 15% in 2020 from participation in 2008.  | —                             | \$600,000          |
| <b>TOTAL</b>   | <b>\$7,059,000</b>            | <b>\$7,684,000</b> |

In conclusion, these measures can effectively have the potential to produce as much as \$7,000,000 in additional “slack” resources each year for Kentucky State Parks. This injection of resources should be more than adequate to support the costs of the System pursuing improvement initiatives in asset management, programs and services, marketing and branding, and organizational culture.

In review, the goals of the *Financial and Operations Strategic Plan* are to:

1. Perform a “top-to-bottom” review of the Kentucky State Park System for purposes of evaluating and re-energizing the organizational priorities, methods, means, and outcomes of the agency.
2. Improve the condition of facilities, assets, and amenities to be aligned with the standards of a high quality state park system.
3. Sustainably maintain the quality and integrity of Kentucky State Park operations while also streamlining current operations through means of greater efficiency in operational expenses and improved earned revenues.
4. Reposition the Kentucky State Park System in its appropriate markets so that it proactively meets user demands and interests, and utilized sustainable business practices.
5. Identify additional resources to support operations of Kentucky State Parks, independent of action required by the General Assembly.
6. Sustain a revitalized management and organizational culture to support greater accountability, engagement, and training.

These recommendations are aligned with the renewed vision and mission for Kentucky State Parks as seen below.

### ***Vision of Kentucky State Parks***

*The Vision for Kentucky State Parks is to provide quality recreation and hospitality experiences for people of all ages that enhance their appreciation for adventure, fun, education, and beauty through responsible stewardship of our Commonwealth’s natural, historic, cultural, and financial resources, and with a professional staff committed to excellent service for our guests.*

### ***Mission of Kentucky State Parks***

*The Mission of Kentucky State Parks is to provide a sustainable system of parks that delivers quality programs, amenities, and services which create memorable experiences and a sense of place, contributes to the economic growth of the Commonwealth, and preserves the historic and natural integrity, and traditions of our parks for existing and future generations.*



## APPENDIX A – STRATEGIC ACTION PLAN

### INTERNAL IMPROVEMENT INITIATIVE

#### GOAL

Improve the organizational culture and employee accountability in setting and achieving the performance requirements to be the nation’s finest state park system.

#### STRATEGY

Plan and implement *My Kentucky State Parks 2020*, an internal improvement campaign consisting of three primary areas of focus:

1. **Internal Communication** – implement a management plan for regular, vertical communication including a required format for regular staff meetings from the local level to Central Office staff, posted priorities for each month distributed from the Commissioner’s Office down through the organization by email, and regional staff meetings coordinated once per year for each region.
2. **Training** – enhance existing training structure to include business management, performance management, effective marketing and sales, and customer service. Provide training via a blend of traditional classroom, web conferencing, and webinar formats.
3. **Engagement** – Strengthen the existing recognition program(s) to include quarterly recognition of individual staff and parks for meeting/exceeding performance goals and clear alignment with the core values of the agency. Management must work with employees to promote engagement through understanding and accepting accountability to the goals and priorities of the entire agency. This can include appointed employee focus and working groups that make recommendations to the management team, as well as communicate to employees the importance of key management decisions.

#### ACTION PLAN

| Task  | Suggested Responsible Party                               | Timeline                          |
|---|---|-----------------------------------|
| Organize a work group of four to eight employees to be headed by Human Resources that is responsible for managing the development of the <i>My Kentucky Parks 2020</i> program.   | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner | Complete by :<br>January 1, 2010  |
| Organize and facilitate a kick-off meeting of the 2020 work group that establishes goals and objectives, sets milestones, and clearly identifies roles and responsibilities.  | Commissioner, Deputy Commissioner, Human Resources        | Complete by :<br>February 2, 2010 |
| Design a draft internal communication plan for regular communication including a required format for regular staff meetings from the local level to Central Office staff, posted priorities for each month distributed from the Commissioner’s Office, and regional staff meetings. | 2020 Work Group   | Complete by:<br>February 2, 2010  |

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Define training needs and constraints. Include identifying appropriate training programs in business management, performance management, effective marketing and sales, and customer service. Define various venues and media through which training will be provided including traditional classroom, web conferencing, and webinar formats.   | 2020 Work Group  | Complete by:<br>February 2, 2010   |
| Define action plan with timelines for achieving the development and implementation of the training program.   | 2020 Work Group  | Complete by:<br>February 2, 2010   |
| Design a draft employee recognition program to include quarterly recognition of individual staff and parks for meeting/exceeding performance goals and clear alignment with the core values of the agency.  | 2020 Work Group, TA&H Cabinet Secretary, Commissioner, Deputy Commissioner | Complete by :<br>February 15, 2010 |
| Design a draft employee focus group program that creates working groups of 10 – 12 employees from throughout the organization that represent diverse backgrounds, responsibilities, and tenures in state parks. Employee focus groups should have a responsibility to meet at least three times in a six month period to provide guidance and feedback to management on specific issues. Issues can include, but not be limited to employee engagement, employee training and development, accountability in the organization, adjusting to the modern workplace, and community issues. It is critical that focus groups have a clear goal and outcome expected from them to feel their time is spent responsibly and their contributions fruitful. | 2020 Work Group, Commissioner, Deputy Commissioner                         | Complete by :<br>April 2, 2010     |
| Assemble all draft programs and action plans to a single <i>My Kentucky Parks 2020 Management Plan</i> to be presented and approved by Cabinet and Department leadership.   | 2020 Work Group  | Complete by:<br>April 2, 2010      |
| Approve and implement the <i>My Kentucky Parks 2020 Management Plan</i> .   | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner                  | Complete by:<br>May 3, 2010        |



**ADDITIONAL RECOMMENDATIONS**

1. The *My Kentucky Parks 2020* program is internally developed with assistance from outside expertise for development and implementation.
2. The *My Kentucky Parks 2020* program is implemented in a phased approach to allow for training programs to be ready for use, and support materials to be developed.
3. The *My Kentucky Parks 2020* program is announced to all employees no later than February 1, 2010, and adhered to as a new management standard for Kentucky State Parks.
4. The *My Kentucky Parks 2020* program is evaluated out the end of the first six months for its effectiveness and required changes.
5. The *My Kentucky Parks 2020* program is evaluated annually for its effectiveness and required changes.

**REGIONAL MANAGEMENT SYSTEM**

**GOAL**

Organize all state park facilities into management regions that allow for greater synergy between sites, operational efficiencies, reduced internal competition between parks, and increased accountability for park performance. Alter the organizational structure of the Central Office management team to accommodate the regional management approach.

**STRATEGY**

Establish three (3) park management regions within the state that consist of Western Kentucky, Central Kentucky, and Eastern Kentucky and include all facilities within those zones.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                         |
|--|--|----------------------------------|
| Confirm and approve the park management region structure and assignment of parks to regions.   | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner                  | Complete by :<br>January 1, 2010 |
| Confirm and approve the organizational and reporting structure of the Kentucky State Parks management team.  | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Human Resources | Complete by :<br>January 1, 2010 |
| Develop a transition plan for making organization changes, including defining the roles and responsibilities of new and revised positions, approving new assignments for existing employees, identify any positions in which internal or external postings may be made, clarify all direct report relationships, and clearly define performance expectations and measurements for each position. | Commissioner, Deputy Commissioner, Human Resources                         | Complete by :<br>January 1, 2010 |

| Task   | Suggested Responsible Party  | Timeline                          |
|--|--|-----------------------------------|
| Implement the new organizational structure of the Kentucky State Parks management team.  | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Human Resources | Complete by :<br>February 2, 2010 |
| Notify all employees via email of the change in regional management structure and organization of the Central Office management team.  | TA&H Cabinet Secretary, Commissioner                                       | Complete by :<br>February 2, 2010 |
| Schedule, organize, and facilitate a regional staff meeting in each region for all park managers and key employees within each park to explain the change in management structure, the implications and expectations of the new management approach, the impact it has on local park management, and address questions and concerns of park managers. It is critical that every park manager understand there will be ambitious, but realistic performance expectations that will be enforced for each region that depends upon each park meeting its own goals. | Commissioner, Deputy Commissioner, Human Resources, Park Region Managers   | Complete by :<br>February 2, 2010 |
| Evaluate the performance of the new management structure and approach after the first year of implementation.  | Commissioner, Human Resources  | Complete by :<br>January 31, 2011 |



**IMPROVE PERFORMANCE MANAGEMENT**

**GOAL**

Improve performance measurement and management for all employees of Kentucky State Parks including aligning and evaluating performance expectations to the vision, mission, and goals of the Department; clarify consistent procedures for identifying and addressing poor performance; and improving overall accountability of employees to the outcomes of their work.

**STRATEGY**

Clarify performance expectations and performance management of Kentucky State Park personnel to include elements of agency’s vision and mission, business and financial performance goals, natural and cultural resource management responsibilities, and customer service goals. Clearly define the desired outcomes for each position that is linked to the goals of the Department.

**ACTION PLAN**

| Task  | Suggested Responsible Party                                | Timeline                         |
|---|--|----------------------------------|
| Agency priorities in meeting the vision and mission, business and financial performance, natural and cultural resource management, and customer service should be established for 2010 by the Commissioner and management team of the Central Office, and reviewed by local park managers.  | Commissioner, Deputy Commissioner                          | Complete by :<br>January 1, 2010 |
| Implement regular communication regarding annual priorities throughout the organization with performance monitoring each month from the local park to the park region levels.   | Commissioner, Deputy Commissioner, Park Region Managers    | Complete by :<br>January 1, 2010 |
| Revise the employee performance appraisal forms to include elements of agency’s vision and mission, business and financial performance goals, natural and cultural resource management responsibilities, and customer service goals. Forms should also provide space for specific job tasks and responsibilities unique to each position. | Human Resources  | Complete by :<br>June 1, 2010    |
| Review and revise employee job descriptions to update to meet the desired outcomes and performance expectations for each type of employment position, and also to create greater flexibility for the Department in managing employees to perform other duties as assigned.  | Human Resources, Deputy Commissioner, Park Region Managers | Complete by :<br>June 1, 2010    |

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Develop and provide training to all managers and supervisors on best practices for proactive performance management, addressing poor performance, and supporting employees to achieve desired outcomes. | Human Resources, Commissioner, Deputy Commissioner, Park Region Managers | Complete by :<br>September 1, 2010 |
| Implement the new employee performance appraisals forms for all employees.  | Human Resources, Park Region Managers, Park Managers                     | Complete by :<br>July 1, 2010      |
| Implement the revised job descriptions for each position for all affected employees.  | Human Resources, Park Region Managers, Park Managers                     | Complete by :<br>July 1, 2010      |
| Exhibit best practices in human resources while holding managers and employees accountable to performance expectations through reward and consequence.  | Human Resources, All Managers and Supervisors                            | ONGOING                            |

### INTERNAL COMMUNICATION

#### GOAL

Maintain regular and formal communication between executive management and agency personnel regarding current issues, management objectives, and adopted strategies.

#### STRATEGY

Establish a schedule of staff meetings that roll-up from local parks required to meet at least monthly (encouraged to meet weekly), park managers with regional managers once monthly, park region managers with Commissioner’s Office and system-wide specialists at least monthly, park regions at least once annually, and park managers with Commissioner’s Office at least once annually.

#### ACTION PLAN

| Task   | Suggested Responsible Party  | Timeline                      |
|--|--|-------------------------------|
| Establish minimum standards for all staff meetings that require focus on agency vision, mission, and core values; and incremental priorities and goals of each park and the entire agency. | Human Resources, Commissioner, Deputy Commissioner, Park Region Managers | Complete by :<br>July 1, 2010 |
| Implement regular communication regarding annual priorities throughout the organization with performance monitoring each month from the local park to the park region levels.              | Commissioner, Deputy Commissioner, Park Region Managers                  | Complete by :<br>July 1, 2010 |



| Task   | Suggested Responsible Party   | Timeline                      |
|--|---|-------------------------------|
| Implement a minimum schedule of staff meetings that roll-up from local parks required to meet at least monthly (encouraged to meet weekly), park managers with regional managers once monthly, park region managers with Commissioner's Office and system-wide specialists at least monthly, park regions at least once annually, and park managers with Commissioner's Office at least once annually. | Commissioner, Deputy<br>Commissioner, Park<br>Region Managers                                       | Complete by :<br>July 1, 2010 |
| Establish a feedback loop for reporting outcomes of park and management team performance, and outcomes from staff meetings. This can include a combination of email reporting, internal website postings, or otherwise.  | Human Resources,<br>Commissioner, Deputy<br>Commissioner, Park<br>Region Managers, Park<br>Managers | Complete by :<br>July 1, 2010 |
| Audit the effectiveness of staff meetings and internal communication of the agency's strategic goals and objectives.   | Human Resources,<br>Commissioner, Deputy<br>Commissioner  | ONGOING                       |

### ENGAGE LAYERS OF MANAGEMENT

#### GOAL

Engage local park management in key decisions affecting operations, performance, and efficiency.

#### STRATEGY

Establish and maintain genuine feedback opportunities for local park management to review and provide comment on agency goals and priorities through management team meetings, intranet or web-based opportunities, and focus/working groups.

#### ACTION PLAN

| Task  | Suggested Responsible Party                                   | Timeline                      |
|---|---|-------------------------------|
| Promote and enforce responsible management practices for all supervisors and managers in being accountable to the agency vision, mission, core values, goals, and priorities through productivity and measureable outcomes. | Commissioner, Deputy<br>Commissioner, Park<br>Region Managers | Complete by :<br>July 1, 2010 |
| Implement regular communication regarding annual priorities throughout the organization with performance monitoring each month from the local park to the park region levels.   | Commissioner, Deputy<br>Commissioner, Park<br>Region Managers | Complete by :<br>July 1, 2010 |

| Task  | Suggested Responsible Party   | Timeline                      |
|---|---|-------------------------------|
| Implement a minimum schedule of staff meetings from local parks to park managers meetings.  | Commissioner, Deputy<br>Commissioner, Park<br>Region Managers                     | Complete by :<br>July 1, 2010 |
| Create feedback opportunities for local park management to review and provide comment on agency goals and priorities through management team meetings, intranet or web-based opportunities, and focus/working groups. | Human Resources,<br>Commissioner, Deputy<br>Commissioner, Park<br>Region Managers | Complete by :<br>July 1, 2010 |
| Audit the effectiveness of engaging all layers of management in key decision making.  | Human Resources,<br>Commissioner  | ONGOING                       |

## TRAINING AND DEVELOPMENT

### GOAL

Inform, coach, and support employees producing more reliable outcomes in key areas of the Kentucky State Park System’s performance.

### STRATEGY

Provide more detailed training in business management, marketing, and customer service to field staff.

### ACTION PLAN

| Task   | Suggested Responsible Party  | Timeline                           |
|--|--|------------------------------------|
| Develop and facilitate enhanced training opportunities for employees, supervisors, and managers that are tactically designed to support improved achievement of outcomes.  | Human Resources,<br>Deputy Commissioner,<br>Park Region Managers   | Complete by :<br>July 1, 2010      |
| Business and financial management training should teach participants best practices in improving “bottom-line performance”, including trimming expenses without reducing revenue generating capacity or massing substantial deferred maintenance. This training also must focus on key efficiencies in labor, materials/supplies, contracted services, utilities, and facility management. | Human Resources,<br>Deputy Commissioner,<br>Park Region Managers,<br>Business and<br>Administration<br>Manager | Complete by :<br>September 1, 2010 |



| Task  | Suggested Responsible Party   | Timeline                           |
|---|---|------------------------------------|
| Marketing and sales training should teach best practices and proven techniques for effective goal setting, implementation, and measurement. Participants must also learn diverse marketing strategies including publicity, personal selling, co-branding, partnerships, and advertising. This training must focus on producing desired outcomes through minimal financial investment. | Human Resources, Deputy Commissioner, Park Region Managers, Marketing and Sales Specialist                              | Complete by :<br>September 1, 2010 |
| Customer service training should be tailored to unique functions in the state park system including accommodations, hospitality, food service, retail, programs and services, and maintenance. Specific skills and techniques for setting and managing customer expectations, addressing customer needs, and easing confrontational customers should be learned and practiced.        | Human Resources, Deputy Commissioner, Park Region Managers, Marketing and Sales Specialist, Customer Service Specialist | Complete by :<br>September 1, 2010 |
| Trainings should be provided through a variety of formats including traditional classroom, web conferencing, and webinars.  | Human Resources   | ONGOING                            |

### OPERATIONAL MILESTONES

#### GOAL

Establish measureable outcomes for improvement of the performance of Kentucky State Parks through the strategies and tactics identified in this *Financial and Operations Strategic Plan*.

#### STRATEGY

Establish and perform to operational milestones set-up on six month increments and upcoming years.

#### ACTION PLAN

| Task  | Suggested Responsible Party                               | Timeline                      |
|---|---|-------------------------------|
| Establish system-wide operational milestones to meet the goals of this plan for 6 months, one year), 18 months, two year), and one annual increments each following year. | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner | Complete by :<br>July 1, 2010 |
| Base annual and monthly priorities for the agency and individual parks on these operational milestones.   | Commissioner, Deputy Commissioner, Park Region Managers   | ONGOING                       |

## MEETING COMMUNITY AND MARKET NEEDS

### GOAL

Improve the ability of Kentucky State Parks to meet the needs of the residents and visitors of Kentucky in order to improve the positioning of the System and overall visitation to state parks.

### STRATEGY

Connect park system to the community through facilities and amenities that are better aligned with public need and interests.

### ACTION PLAN

| Task   | Suggested Responsible Party  | Timeline  |
|--|--|---|
| Maintain consistent research through post-hoc and intercept surveys with guest and park visitors to obtain information on prevailing market needs and interests.   | Park Region Managers, Marketing and Sales Specialist, Park Managers                                    | ONGOING   |
| Develop kid-focused attractions that include one or more of the following amenity types at a minimum of 50% of the state resort parks over the next five years: <ul style="list-style-type: none"> <li>a. Water park linked to swimming pool</li> <li>b. Spray grounds where water parks are not feasible</li> <li>c. Covered/enclosed swimming pools</li> <li>d. Updated playgrounds</li> <li>e. Adventure/extreme sport venues including BMX, skateboard parks, fishing, rock climbing / bouldering walls</li> </ul> | Commissioner, Deputy Commissioner, Park Region Managers, Facility Management Specialist, Park Managers | Phased approach initiated by:<br>July 1, 2010<br><br>Completed by:<br>January 1, 2015 |
| Develop group facilities that include one or more of the following amenity types at a minimum of 50% of the state parks over the next five years: <ul style="list-style-type: none"> <li>a. Group pavilion</li> <li>b. Group bunkhouses</li> <li>c. Meeting or recreation halls</li> </ul>   | Commissioner, Deputy Commissioner, Park Region Managers, Facility Management Specialist, Park Managers | Phased approach initiated by:<br>July 1, 2010<br><br>Completed by:<br>January 1, 2015 |
| Develop additional trails throughout the system that accommodate the following uses: <ul style="list-style-type: none"> <li>a. Hiking</li> <li>b. Mountain biking</li> <li>c. Equestrian</li> </ul>  | Commissioner, Deputy Commissioner, Park Region Managers, Facility Management Specialist, Park Managers | Phased approach initiated by:<br>July 1, 2010<br><br>Completed by:<br>January 1, 2015 |



**EMPOWERING NEW PARTNERSHIPS**

**GOAL**

Support the development of beneficial partnerships public, non-profit, and for-profit entities for managing maintaining park facilities and services.

**STRATEGY**

Develop public/public, public/not-for-profit, and public/profit partnership policies guidelines to direct the pursuit of potential partnerships for managing maintaining park facilities and services.

**ACTION PLAN**

| Task  | Suggested Responsible Party   | Timeline                           |
|---|---|------------------------------------|
| Establish policies for management of existing state park amenities by other public agencies, non-profit organizations, or for-profit entities that reflect a reduction of operational risk, operational expenses, and shared revenues.                          | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers                | Completed by:<br>February 2, 2010  |
| Identify key amenities that have a high probability of success for being managed by another entity or organization (i.e. golf courses, marinas, lodges, campgrounds, hospitality, dining rooms, maintenance, fitness and wellness facilities, and programming). | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Park Managers | Completed by:<br>April 2, 2010     |
| Establish the true cost of existing partnerships and level and equity.  | Business and Administration Manager, Park Region Managers, Park Managers                                    | Completed by:<br>September 1, 2010 |
| Establish the true cost of continued state provision of all management, versus engaging a partner.  | Business and Administration Manager, Park Region Managers, Park Managers                                    | Completed by:<br>September 1, 2010 |

## YOUTH SERVICE PARTNERSHIPS

### GOAL

Strengthen programming and services available to youth service organizations and schools in order to improve the use of Kentucky State Parks by these groups, and increase revenue generation.

### STRATEGY

Develop beneficial partnerships with youth service organizations and schools for youth programs that provide programs aligned with market needs and requirements, in exchange for marketing and promotional support.

### ACTION PLAN

| Task   | Suggested Responsible Party   | Timeline                           |
|--|---|------------------------------------|
| Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls for consistent and system programs in merit advancement, etc.   | Marketing and Sales Specialist, Recreation Program Specialist, Park Region Managers | Completed by:<br>September 1, 2010 |
| Establish “working” partnerships with schools to provide programs and services at select parks that are aligned with state education standards and evaluation criteria in math, science, reading, social studies, and language arts. | Marketing and Sales Specialist, Recreation Program Specialist, Park Region Managers | Completed by:<br>September 1, 2010 |
| Establish “working” partnerships with general youth groups that share common values with Kentucky State Parks to provide programs and services that are aligned with the unique criteria and focus of each organization.             | Marketing and Sales Specialist, Recreation Program Specialist, Park Region Managers | Completed by:<br>September 1, 2010 |
| Develop and implement a seasonal blend or programs and special events at Kentucky State Parks throughout the system that meet the needs and expectations of the working partnerships.  | Marketing and Sales Specialist, Recreation Program Specialist, Park Region Managers | Completed by:<br>September 1, 2010 |



**IMPROVE EXISTING PARTNERSHIPS**

**GOAL**

Improve the terms of any inconsistent partnership agreements with existing partners utilizing state park facilities for private events.

**STRATEGY**

Review all existing partnership agreements to identify any needed areas of improvement in order to balance the use of facilities, costs of service, and revenue requirements to off-set those costs.

**ACTION PLAN**

| Task   | Suggested Responsible Party   | Timeline                      |
|--|---|-------------------------------|
| Identify existing partnerships that represent an inequitable sharing of risk, expense, and revenue between the State of Kentucky and the partner.  | Deputy Commissioner, Business and Administration Manager, Park Region Managers, Park Managers | Completed by: January 1, 2010 |
| Establish a timeline for improving the equity of these relationships not to exceed five (5) years.   | Business and Administration Manager, Park Region Managers                                     | Completed by: July 1, 2010    |
| Schedule and facilitate work sessions with partners participating in an inequitable partnership with Kentucky State Parks to improve the equity of terms, and require accountability to the process that will not exceed five (5) years. | Business and Administration Manager, Park Region Managers, Park Managers                      | Completed by: January 1, 2015 |

**FUND DEVELOPMENT PARTNER**

**GOAL**

Develop a sustainable partnership with an appropriate non-profit organization in Kentucky to leverage private sector funding to support programs provided to under-served resident populations.

**STRATEGY**

Approach the Board of Directors of the existing Kentucky State Parks Foundation to consider a strategic partnership that improves the ability of Kentucky State Parks to provide quality parks and recreation services and opportunities to all sectors of the resident population of the Commonwealth.

**ACTION PLAN**

| Task  | Suggested Responsible Party   | Timeline                           |
|---|---|------------------------------------|
| Approach the Kentucky State Parks Foundation to consider partnering with Kentucky State Parks for purposes of enhancing programs and services provided to underserved populations of the state.   | TA&H Cabinet Secretary, Commissioner  | Completed by:<br>September 1, 2010 |
| Develop a program that “capsulizes” a goal for serving underserved populations within the state with programs and services aligned with the vision, mission, and core values of Kentucky State Parks.   | Deputy Commissioner, Park Region Managers, Recreation Program Specialist  | Completed by:<br>October 1, 2010   |
| Establish the true cost of service of providing the program identified above annually.  | Recreation Program Specialist   | Completed by:<br>October 1, 2010   |
| Establish an annual goal for private sector fundraising to support the program goals and objectives.  | Commissioner, Deputy Commissioner, Park Region Managers   | Completed by:<br>October 1, 2010   |
| Organize and support the planning and facilitation of fundraising events that leverage private sector funding for specific programs that provide services to underserved populations.   | Commissioner, Deputy Commissioner, Recreation Program Specialists   | Completed by:<br>ONGOING           |
| Organize and facilitate a Kentucky State Parks Expo at the Kentucky State Fair that provides vendor opportunities, promotional information for state parks, natural and cultural resource stewardship information, and participation opportunities for attendees in recreational activities such as fishing, kayaking/canoeing, natural science, and/or cultural history activities. Associated with this event should be a reception dinner and silent auction that benefits the non-profit partner that supports providing programs to underserved populations. | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Park Region Managers, Recreation Program Specialists | Completed by:<br>August 2010       |



**DEVELOPMENT SUPPORT**

**GOAL**

Increase the capability and effectiveness of initiatives of Kentucky State Parks that are directed at strategic growth, improved market position, and reputational prowess.

**STRATEGY**

Increase the level of funding available for program development, marketing, and facilitation.

**ACTION PLAN**

| Task   | Suggested Responsible Party                              | Timeline                      |
|--|--|-------------------------------|
| Align milestones and performance measures of strategic growth initiatives, program development, marketing, and delivery with the objectives and constraints of the System.                                 | Deputy Commissioner, Business and Administration Manager | Completed by: October 1, 2010 |
| Increase the available annual funding dedicated in Kentucky State parks operational budget for program development to \$25,000 for research and materials, and program and service marketing to \$350,000. | Deputy Commissioner, Business and Administration Manager | Completed by: July 1, 2011    |
| Increase the available annual funding for program facilitation as necessary to meet demand.  | Deputy Commissioner, Business and Administration Manager | Completed by: July 1, 2011    |

## DETERMINE CORE PROGRAMS AND SERVICES

### GOAL

Classify programs and services based upon how central they are to the vision, mission, and strategic objectives of the agency as both a public entity and aligned with responsible business management practices in order to assign appropriate and progressive performance expectations to each.

### STRATEGY

Establish criteria for evaluating whether programs are core programs and services, value-added, or peripheral to the mission and objectives of the System.

### ACTION PLAN

| Task  | Suggested Responsible Party   | Timeline                              |
|---|---|---------------------------------------|
| <p>Establish criteria for what constitutes a core program or services based upon alignment with vision, mission, and core values of the agency. Criteria should distinguish whether programs or core, value-added, or peripheral to the objectives of the System. The recommended framework for developing these criteria is to:</p> <ol style="list-style-type: none"> <li>1. View the responsibilities of the System as providing public services first.</li> <li>2. View the responsibilities of the System to operate in a business-like manner second.</li> <li>3. Evaluate the “accessibility and appeal” of programs to either the public at large, or more narrow interest groups.</li> <li>4. Market awareness and data regarding prevailing interests and needs relevant to state parks.</li> </ol> | <p>Commissioner, Deputy Commissioner, Park Region Managers, Recreation Program Specialist, Golf Specialist</p>                                      | <p>Completed by:<br/>July 1, 2010</p> |
| <p>Establish performance measures that are tailored to each classification of program or service referenced above. Performance measures should include, but not be limited to participation data, market appeal, cost of service, revenue generation, and support of occupancy of overnight facilities.</p>   | <p>Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Recreation Program Specialist, Golf Specialist</p> | <p>Completed by:<br/>July 1, 2010</p> |
| <p>Classify core programs and services that will be central to achieving the vision, mission, and strategic objectives of the System for the next five years.</p>   | <p>Commissioner, Deputy Commissioner, Park Region Managers</p>  | <p>Completed by:<br/>July 1, 2010</p> |
| <p>Implement a performance measurement process for evaluating programs and services based upon the relevant performance expectations.</p>   | <p>Park Region Managers</p>   | <p>Completed by:<br/>July 1, 2010</p> |

**DEVELOP CONSISTENT PROGRAM STANDARDS**

**GOAL**

Improve the consistency and diversity of programs provided by Kentucky State Parks either direct or through alternative providers.

**STRATEGY**

Develop and implement program standards as it applies to core programs and services including health and wellness, natural and cultural resource stewardship, and social values.

**ACTION PLAN**

| Task  | Suggested Responsible Party                         | Timeline                      |
|---|---|-------------------------------|
| Establish key areas of focus for programs and services including health and wellness, natural and cultural resources appreciation and stewardship, and responsible recreation.  | Park Region Managers, Recreation Program Specialist | Completed by: January 1, 2010 |
| Establish minimum program facilitation standards (i.e. number and diversity of programs, targeted participation, pricing, etc.) for each park and park region that balance the approach of programs and services provided the meet the above stated criteria. | Park Region Managers, Recreation Program Specialist | Completed by: July 1, 2010    |
| Coordinate regional program planning workshops to design and develop programs for park management regions and local parks.  | Park Region Managers, Recreation Program Specialist | ONGOING                       |
| Apply performance measures as determined appropriate by the core program and service criteria to all classes of programs, and seasonally evaluate program performance.  | Park Region Managers, Recreation Program Specialist | Completed by: July 1, 2010    |

## YEAR-ROUND PROGRAM PLAN

### GOAL

Develop a strategic program plan each year that creates a balanced approach of diverse programs coordinated regionally, takes advantage of different seasons of the year, and ultimately drives traffic to overnight facilities.

### STRATEGY

Create functional and productive year- round programs, including enhancement of facilities and services throughout the System targeting special events.

### ACTION PLAN

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Establish a program schedule for each park that takes into account market needs and interests, past participation rates, and park region priorities.  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>July 1, 2010      |
| <p>Develop programs at each park that feature health and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Guided and unguided fitness walks and runs at state park trails.</li> <li>2. Fitness guides for state park trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips.</li> <li>3. Adventure races or race series: trail running, mountain biking, canoeing or kayaking, or multi-sport.</li> <li>4. Outdoor health challenge that feature unguided opportunities for visitors to earn “miles” toward discounts at future state park visits.</li> <li>5. Scavenger hunts associated with state park trails with prizes available upon completion.</li> <li>6. Skill builder workshops – these can be single or multi-day events that are focused on acquiring and/or mastering new skills in the outdoors. Examples include mountain biking, rock climbing, canoeing, etc.</li> </ol> | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |



| Task  | Suggested Responsible Party   | Timeline                                    |
|---|---|---|
| <p>Develop programs at each park that feature themes of natural and cultural resource appreciation and stewardship. Examples of programs include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Guided and unguided interpretive nature walks at state parks. Seasonal themes can help these programs stay “fresh” all year.</li> <li>2. Seasonal wildlife viewing – build viewing areas around “blinds” that can used at different seasons to view different wildlife.</li> <li>3. Animal presentations – some parks may feature live animal collections that are permitted and cared for by trained personnel. Presentations that feature these animals can be used for school groups or general visitors.</li> <li>4. Historic reenactments can be organized seasonally as an educational program at any state park that features historic or cultural significance – not just at historic sites.</li> <li>5. Stewardship workshops – provide single or multi-day workshops focused on techniques for resource stewardship by the average person or family.</li> <li>6. Skill builder workshops can be developed that focuses on bird, wildlife, or plant identification; and historic lifestyle skills.</li> <li>7. Youth leadership programs – multi-day experiential learning programs designed for older youth that focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.</li> <li>8. School and youth programs can be programs aligned to either state education requirements or merit requirements that focus on natural sciences, conservation, and historic and cultural studies.</li> </ol> | <p>Park Region Managers, Recreation Program Specialist, Park Managers</p> | <p>Completed by:<br/> September 1, 2010</p> |

| Task  | Suggested Responsible Party   | Timeline                                   |
|---|---|--|
| <p>Develop programs at each park that feature responsible recreation themes. Examples of programs include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Skill builder outings and clinics focused on acquiring and/or mastering outdoor recreation skills including backpacking, mountain biking, rock climbing, rappelling, orienteering, camping, outdoor cooking, fishing, canoeing, kayaking, field sports, or horseback riding.</li> <li>2. Multi-day backcountry expeditions at appropriate state parks to teach primitive camping and outdoor survival skills.</li> <li>3. Innovative skill builder workshops focuses on subjects such as boat building, fly-tying, muzzle loading, bow and arrow or atl-atl making, or geo caching.</li> <li>4. Multi-day, competitive ROGAINE events – Rugged Outdoor Group Activity Involving Navigation and Endurance.</li> <li>5. Adventure races or race series: trail running, mountain biking, canoeing or kayaking, or multi-sport.</li> <li>6. Adventure sport festivals that combine exposition or competitive outdoor recreation activities, vendors, and music/entertainment.</li> </ol> | <p>Park Region Managers, Recreation Program Specialist, Park Managers</p> | <p>Completed by:<br/>September 1, 2010</p> |
| <p>Align programs to different target age and ability segments so that experiences with a diversity of skill and intensity levels appeal to a broader market.</p>   | <p>Park Region Managers, Recreation Program Specialist, Park Managers</p> | <p>Completed by:<br/>September 1, 2010</p> |
| <p>Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.</p>   | <p>Park Region Managers, Recreation Program Specialist, Park Managers</p> | <p>ONGOING</p>                             |



**YOUTH SERVICES PARTNERSHIPS**

**GOAL**

Establish relationships with key organizations serving youth in Kentucky that create a captive and reliable market for Kentucky State Park programs and services.

**STRATEGY**

Develop a youth services program partnership plan for Kentucky State Parks with youth service organizations throughout the Commonwealth.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                        |
|--|--|---------------------------------|
| Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls for consistent and system programs in merit advancement, etc.   | Park Region Managers, Recreation Program Specialist, Park Managers   | Completed by: September 1, 2010 |
| Establish “working” partnerships with schools to provide programs and services at select parks that are aligned with state education standards and evaluation criteria in math, science, reading, social studies, and language arts.   | Park Region Managers, Recreation Program Specialist, Park Managers   | Completed by: September 1, 2010 |
| Establish “working” partnerships with general youth groups that share common values with Kentucky State Parks to provide programs and services that are aligned with the unique criteria and focus of each organization.   | Park Region Managers, Recreation Program Specialist, Park Managers   | ONGOING                         |
| Develop group facilities that include one or more of the following amenity types at a minimum of 50% of the state parks over the next five years: <ul style="list-style-type: none"> <li>1. Group pavilion</li> <li>2. Group bunkhouses</li> <li>3. Meeting or recreation halls</li> </ul> | Deputy Commissioner, Park Region Managers, Business and Administration Manager, Facility Management Specialist | ONGOING                         |
| Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.   | Park Region Managers, Recreation Program Specialist, Park Managers   | ONGOING                         |

## ACTIVE SENIORS PROGRAM PLAN

### GOAL

Create experiences that engage active retirees and seniors to participate in programs and services at Kentucky State Parks more aggressively than the status quo.

### STRATEGY

Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.

### ACTION PLAN

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to wildlife viewing, fishing, golf, health and wellness, and low-intensity action sports.  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Identify key media outlets to promote and market programs and services uniquely designed for seniors provided at Kentucky State Parks (i.e. magazines, websites, etc.)  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Establish “working” partnerships with organizations and associations that have membership that is primarily focused around retirees and seniors and that share common values with Kentucky State Parks to provide programs and services that are aligned with the unique criteria and focus of each organization. | Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |
| Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.  | Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |



**ADAPTIVE PROGRAMMING PLAN**

**GOAL**

Create experiences and opportunities that engage people with disabilities to participate in programs and services at Kentucky State Parks more aggressively than the status quo.

**STRATEGY**

Develop appropriate recreation programs for people with disabilities.

**ACTION PLAN**

| Task  | Suggested Responsible Party   | Timeline                           |
|---|---|------------------------------------|
| Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to wildlife viewing, fishing, golf, health and wellness, trail sports, and low-intensity action sports.                             | Park Region Managers, Recreation Program Specialist, Park Managers                                    | Completed by:<br>September 1, 2010 |
| Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities provided at Kentucky State Parks (i.e. magazines, websites, etc.)   | Park Region Managers, Recreation Program Specialist, Park Managers                                    | Completed by:<br>September 1, 2010 |
| Establish “working” partnerships with organizations and associations that have membership that is primarily focused around people with disabilities and that share common values with Kentucky State Parks to provide programs and services that are aligned with the unique criteria and focus of each organization. | Park Region Managers, Recreation Program Specialist, Park Managers                                    | ONGOING                            |
| Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.   | Commissioner, Deputy Commissioner, Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |
| Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.  | Park Region Managers, Recreation Program Specialist, Park Managers                                    | ONGOING                            |

## FAMILY PROGRAMMING PLAN

### GOAL

Create experiences that engage families to participate in programs and services at Kentucky State Parks more aggressively than the status quo.

### STRATEGY

Increase programs targeted towards family recreation services to increase families participating together.

### ACTION PLAN

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to packaging accommodations with activities, wildlife viewing, fishing, hiking, mountain biking, horseback riding, golf, health and wellness, and action sports.   | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Identify key media outlets to promote and market programs and services uniquely designed for families provided at Kentucky State Parks (i.e. magazines, websites, etc.)   | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Develop kid-focused attractions that include one or more of the following amenity types at a minimum of 50% of the state resort parks over the next five years: <ol style="list-style-type: none"> <li>1. Water park linked to swimming pool</li> <li>2. Spray grounds where water parks are not feasible</li> <li>3. Update playgrounds</li> <li>4. Adventure/extreme sport venues including BMX, skateboard parks, fishing, rock climbing / bouldering walls</li> </ol> | Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |
| Develop group facilities that include one or more of the following amenity types at a minimum of 50% of the state parks over the next five years: <ol style="list-style-type: none"> <li>4. Group pavilion</li> <li>5. Group bunkhouses</li> <li>6. Meeting or recreation halls</li> </ol>  | Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |
| Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.   | Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |



**SPECIAL EVENTS**

**GOAL**

Utilize special events to create more awareness and use of Kentucky State Parks and their facilities.

**STRATEGY**

Develop a diverse blend of special events throughout the Kentucky State Park System that engage the local community and draw tourists to state park facilities for single and multi-day uses.

**ACTION PLAN**

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Create at least one event per year for each park that centers on the history of the park and the significance of the natural and cultural resources of the site.                                | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Create at least one event per year for each park that celebrates the amenities associated with the park (i.e. 25 <sup>th</sup> or 50 <sup>th</sup> anniversary celebration, beach party, etc.). | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Create at least one event per year for each park that centers on food, entertainment, and music.  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Create at least one event per year for each park that is cause-related event (i.e. fundraiser, health initiatives, cancer research, etc.).  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Create at least one event per year for each park that is a competitive format (i.e. trail run, golf tournament, triathlon, adventure race, etc.)  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.  | Park Region Managers, Recreation Program Specialist, Park Managers | ONGOING                            |

**TIERED LEVEL OF SERVICE**

**GOAL**

Create programs and services that featured tiered pricing based upon the exclusivity of the program. Diverse offerings that range from fee to moderately expensive create a dynamic blend of programs those appeals to broad market segments.

**STRATEGY**

Develop recreation programs that represent a tiered level of service with varied and appropriate pricing.

**ACTION PLAN**

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Design and facilitate recreation programs and services in such a way that a tier of pricing is established from free to more expensive.   | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Clearly communicate benefits of programs and potential subsidized costs as needed based upon close alignment to agency vision, mission, and core values.  | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Implement “deals and discounts” pricing programs that encourage early reservations, packaging, multiple reservations, return reservations, and overall loyalty, including distribution of a post-peak season purchasing incentives to previous season guests. | Park Region Managers, Recreation Program Specialist, Park Managers | Completed by:<br>September 1, 2010 |



**IMPROVE MARKETING AND PROMOTION EFFECTIVENESS**

**GOAL**

Reinvigorate the marketing and communications promoting Kentucky State Parks both system-wide and for local parks.

**STRATEGY**

Implement a blend of marketing and promotional initiatives that improves the effectiveness of creating sales and visitation.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                      |
|--|--|-------------------------------|
| Reaffirm the role of a system-wide marketing and sales specialist that works with Park Region Managers to coordinate major promotional campaigns each season for the entire system. This position will support and implement major marketing, co-branding, publicity, direct sales, partnership, e-marketing and website management, and advertising initiatives throughout the System, and will design and produce system-wide collateral material. | Commissioner, Deputy Commissioner  | Completed by: January 1, 2010 |
| Establish marketing and sales coordinators for each park management region that coordinate promotional activities and performs sales functions for all parks within that zone.   | Deputy Commissioner, Park Region Managers, Marketing and Sales Specialist                      | Completed by: July 1, 2010    |
| Establish clear sales and occupancy goals for each state resort park and each park management region. Monitor performance to achieving these goals monthly, quarterly, and annually. Sales goals should require and support staff in performing direct sales for current and potential clients, including specifying a minimum of new client contacts and successful sales.  | Park Region Managers, Marketing and Sales Specialist, Regional Marketing and Sales Specialists | Completed by: July 1, 2010    |
| Implement “deals and discounts” pricing programs for early reservations, packaging, multiple reservations, return reservations, and overall loyalty, including distribution of a post-peak season purchasing incentives to previous season guests.   | Park Region Managers, Marketing and Sales Specialist, Regional Marketing and Sales Specialists | Completed by: July 1, 2010    |
| Park Region Managers should be accountable to meeting sales and occupancy goals established for all parks and sites within their respective zone.  | Deputy Commissioner, Park Region Managers  | ONGOING                       |

| Task   | Suggested Responsible Party  | Timeline                           |
|--|--|------------------------------------|
| Revamp the Kentucky State Park website to be more visually engaging, and provide more rapid awareness to programs, events, and experiences offered at state parks. Transform the website from a tool that is predominantly informative to one that is more inspiring and benefit driven.   | Marketing and Sales Specialist   | Completed by:<br>July 1, 2010      |
| Marketing and sales staff should meet at least twice annually to coordinate sales efforts, program or event schedules, collaborate shared resources, and reduce internal competition.  | Park Region Managers, Marketing and Sales Specialist, Regional Marketing and Sales Specialists | ONGOING                            |
| Revamp the Kentucky State Park collateral material to be more visually engaging, and provide more rapid awareness to programs, events, and experiences offered at state parks.   | Marketing and Sales Specialist   | Completed by:<br>July 1, 2010      |
| Design and implement a publicity partnership program with major media organizations in newspaper, radio, and television markets to cover programs, events, happenings, facilities, and “deal and discounts” at Kentucky State Parks.   | Marketing and Sales Specialist   | ONGOING                            |
| Establish a co-branding relationship with a major business entity that operates in Kentucky and shares common core values with Kentucky State Parks. This relationship should produce paid advertising for an “Enjoy and Experience Outdoor Kentucky” campaign in newspapers, radio, and television outlets regionally and nationally, and recognize the participants in the co-branding relationship. | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Marketing and Sales Specialist      | Completed by:<br>September 1, 2010 |
| Increase funding support of marketing activities to a minimum of \$350,000 each year, not including salaries and wages of marketing and sales employees.   | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Business and Administration Manager | Completed by:<br>July 1, 2011      |



| Task  | Suggested Responsible Party   | Timeline |
|---|---|----------|
| Coordinate marketing and sales with program planning within each park management region for purposes of creating more “marketable” opportunities.     | Park Region Managers, Marketing and Sales Specialist, Recreational Program Specialist, Regional Marketing and Sales Specialists | ONGOING  |
| Regularly produce credible press releases for regional and national media supporting programs, events, and special occasions at Kentucky State Parks. | Marketing and Sales Specialist, Regional Marketing and Sales Specialists  | ONGOING  |

### UPGRADE INFRASTRUCTURE

#### GOAL

Improve the condition of Kentucky State Park facilities and assets to reflect the standards of a high quality state park system, and support the initiative to be recognized as the nation’s finest state parks.

#### STRATEGY

Upgrade existing park and recreation infrastructure to modern standards, including accessibility, sustainability, and efficient and optimal use of all park properties and recreation facilities.

#### ACTION PLAN

| Task   | Suggested Responsible Party   | Timeline                           |
|--|---|------------------------------------|
| Rank each property to its infrastructure appeal and use ability by each type of user to the parks system.                                      | Park Region Managers, Facility Management Specialist, Park Managers   | Completed by:<br>September 1, 2010 |
| Establish where each amenity is in its lifecycle and establish a replacement schedule.   | Facility Management Specialist, Park Managers,                        | Completed by:<br>October 1, 2010   |
| Develop updated themes for each park and attraction that is coordinated to the natural resources available and the historic area of the state. | Park Region Managers, Facility Management Specialist, Park Managers   | Completed by:<br>October 1, 2010   |
| Develop a consistent funding source to update five state parks a year for the next ten years.  | TA&H Cabinet Secretary, Commissioner, Business Administration Manager | Completed by:<br>July 1, 2011      |
| Track facility and asset inventory and conditions in a user-friendly database that assist the System to project major facility needs.          | Facility Management Specialist, Park Managers                         | ONGOING                            |

## CONSISTENT MAINTENANCE PRACTICES

### GOAL

Perform more thorough and consistent maintenance of parks and recreation facilities throughout the Kentucky State Park System.

### STRATEGY

Develop standardized maintenance practices, expectations, and training to support Kentucky State Park employees in performing more consistent management of facilities and assets.

### ACTION PLAN

| Task   | Suggested Responsible Party  | Timeline                           |
|--|--|------------------------------------|
| Establish maintenance standards and frequency levels for each type of amenity based on established expectations of the visitors to the park and to meet customer service requirements for a well maintained parks system. These standards can also vary by park or asset type, such as day use facilities, historic sites, resort parks, standalone day parks, community and regional parks. | Park Region Managers, Facility Management Specialist, Park Managers                            | Completed by:<br>July 1, 2010      |
| Train staff on maintenance standards and frequency levels for care to meet the expectations of the visitors to the park system.  | Park Region Managers, Facility Management Specialist, Park Managers                            | Completed by:<br>September 1, 2010 |
| Upgrade the amenities that have the highest level of use first to keep them well positioned in the market place.   | Park Region Managers, Facility Management Specialist, Park Managers                            | Completed by:<br>ONGOING           |
| Seek outside foundation support to fund improvements for each park.  | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Business and Administration Manager | ONGOING                            |
| Seek the local communities to engage in “clean up, fix up” events and days to keep the parks in prime position to support a strong visitor base appeal.  | Park Region Managers, Facility Management Specialist, Park Managers                            | ONGOING                            |
| Inspect maintenance standards on a weekly basis to achieve a 90% or greater compliance as it applies to customer satisfaction levels met.  | Park Region Managers, Facility Management Specialist, Park Managers                            | ONGOING                            |



**ENHANCE SIGNATURE FACILITIES**

**GOAL**

Enhance existing signature facilities that increase the image value and perception of Kentucky State Parks that will re-energize a sense of pride.

**STRATEGY**

Identify the key signature facilities in the System that have current or potential operating success where improvements can result in substantial increase in use and revenue generation. Identify the improvements that will have the greatest impact of the visitor experience.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                         |
|--|--|----------------------------------|
| Establish an overall theme and color scheme for each park with updated furniture, fixtures, equipment, lighting, signage, landscaping, floor and window coverings, and over all décor.           | Park Region Managers, Facility Management Specialist, Park Managers                                | Completed by:<br>January 1, 2011 |
| Identify key amenities that will drive people of all ages to the park to include at least four quality experiences for each age group represented in the park.                                   | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | Completed by:<br>January 1, 2011 |
| Link all attractions to feel as if they are interconnected versus stand alone amenities with a program plan to link them together by trails, signs, programs, events, view sheds, and amenities. | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | Completed by:<br>April 2, 2011   |
| Establish maintenance zones in the park with different maintenance standards for each zone based on the level of use it gets and what the park is trying to get users to use in the park.        | Park Region Managers, Facility Management Specialist, Park Managers                                | Completed by:<br>April 2, 2011   |

## DIVERSE AGE APPEAL

### GOAL

Develop facilities and recreation programs that engage diverse age segments, and balance accessibility through programs and facilities for more diverse types of users at state parks.

### STRATEGY

Establish prevailing age segments in which facilities, programs and services will be targeted toward. These age segments usually are:

- 2 to 5 years
- 6 to 8 years
- 9 to 12 years
- 13 to 15 years
- 16 to 18 years
- 19 to 25 years
- 26 to 35 years
- 36 to 55 years
- 56 to 75 years
- 75+ years

### ACTION PLAN

| Task   | Suggested Responsible Party  | Timeline                      |
|--|--|-------------------------------|
| Develop at least four amenities per age segment in each state park.  | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | Completed by: January 1, 2015 |
| Remove underperforming facilities with new updated amenities and attractions in the park.  | Deputy Commissioner, Park Region Managers, Facility Management Specialist, Park Managers           | ONGOING                       |
| Seek outside funding for certain elements and amenities in the park such as playgrounds, spray grounds, shelters, sports courts, adventure activity amenities, and water and lake attractions. | Commissioner, Deputy Commissioner, Park Region Managers, Marketing and Sales Specialist            | ONGOING                       |
| Track key amenity trends and match to underserved audiences.   | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | ONGOING                       |
| Track all amenity use to reach at least 60% of capacity on weekends and 40% on weekdays.   | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | ONGOING                       |



**CUSTOMIZED MAINTENANCE STANDARDS**

**GOAL**

Develop standardized maintenance practices, expectations, and training to support Kentucky State Park employees in performing more consistent management of facilities and assets.

**STRATEGY**

Adopt customized park and recreation facility maintenance/management standards for the Kentucky State Park System.

**ACTION PLAN**

| Task  | Suggested Responsible Party  | Timeline                      |
|---|--|-------------------------------|
| Develop maintenance standards for day use facilities, historic sites, resort parks, standalone day parks, community and regional parks.                     | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | Completed by: January 1, 2015 |
| Seek the local communities to engage them in “clean up, fix up” events and days to keep the park in prime position to support a strong visitor base appeal. | Deputy Commissioner, Park Region Managers, Facility Management Specialist, Park Managers           | ONGOING                       |
| Inspect maintenance standards on a weekly basis to achieve a 90% or greater compliance as it applies to customer satisfaction levels met.                   | Commissioner, Deputy Commissioner, Park Region Managers, Marketing and Sales Specialist            | ONGOING                       |



Photo source: [www.parks.ky.gov](http://www.parks.ky.gov)

## ALTERNATIVE MANAGEMENT TECHNIQUES

### GOAL

Utilize alternative management techniques for sites, facilities, and amenities that increase the efficiency of providing high quality state park assets and services, while preserving service quality and accessibility.

### STRATEGY

Implement partnership plans for alternative management techniques for specific facilities.

### ACTION PLAN

| Task  | Suggested Responsible Party   | Timeline                           |
|---|---|------------------------------------|
| Adjust operating seasons at all state parks to minimize extreme financial losses during non-peak periods each year.   | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers  | Completed by:<br>July 1, 2010      |
| Set aside appropriate amount of inventory in Lake Barkley (30 rooms) and Kentucky Dam Village State Resort Park (14 rooms, 20 cottages) to be managed as time-share inventory in partnership with an established time-share property management entity. Solicit competitive bids for a qualified vendor as a time-share property manager. | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Park Managers                             | Completed by:<br>September 1, 2010 |
| Seek alternative management techniques to reduce and/or eliminate all operational financial losses associated with state park golf courses.   | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Golf Specialist, Park Managers            | Completed by:<br>September 1, 2010 |
| Seek alternative management techniques to reduce and/or eliminate all operational financial losses associated with state park golf courses.   | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Food and Dining Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Transfer Ben Hawes State Park to the City of Owensboro, Kentucky, for management and ownership.   | TA&H Cabinet Secretary, Commissioner, Deputy Commissioner, Human Resources, Business and Administration Manager                         | Completed by:<br>June 1, 2010      |



**REVENUE PHILOSOPHY AND POLICY**

**GOAL**

Establish a System philosophy and supporting policies that enable Kentucky State Parks to justify operational adjustments that support the improvement of revenue generation potential.

**STRATEGY**

Create a revenue policy and philosophy that encourages users to invest in facilities supporting their interests based on the level of exclusivity they receive above a general taxpayer.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                           |
|--|--|------------------------------------|
| Develop a cost of service assessment for each attraction, amenity and program in the park to determine its level of tax funding and or revenue contribution.     | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Park Managers                  | Completed by:<br>September 1, 2010 |
| Develop a pricing policy based on core and non-core services and based on its public, merit and private value and benefit received.                              | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Marketing and Sales Specialist | Completed by:<br>September 1, 2010 |
| Price services based on benefit received, level of exclusivity, prime-time and non-prime time basis, season or off season time, market place and length of stay. | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers, Marketing and Sales Specialist | Completed by:<br>July 1, 2010      |
| Train staff on how pricing works and how to communicate prices to users.   | Business and Administration Manager, Park Region Managers, Park Managers   | Completed by:<br>September 1, 2010 |

## ESTABLISH THE TRUE COST OF SERVICE

### GOAL

Develop a current and comprehensive understanding of the costs of providing programs, services, and amenities in order to support pricing and development decisions.

### STRATEGY

Establish the true cost of services for programs and facilities, and create a cost recovery goal for each program.

### ACTION PLAN

| Task   | Suggested Responsible Party  | Timeline                      |
|--|--|-------------------------------|
| Establish a cost of service model for each program in each park to determine cost per experience | Business and Administration Manager, Park Region Managers  | Completed by:<br>July 1, 2010 |
| Establish a cost recovery goal for each program offered  | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers       | Completed by:<br>July 1, 2010 |
| Seek to have user pay for services that are beyond basic services                                | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Park Managers | ONGOING                       |
| Market programs effectively and through advance sales  | Park Region Managers, Marketing and Sales Specialist   | ONGOING                       |



**ENHANCE RECREATIONAL SPACES TO CREATE VALUE**

**GOAL**

Strengthen the sense of value visitor’s receive in the experiences at Kentucky State Park that improves customer loyalty and creates flexibility in the market for possible pricing changes.

**STRATEGY**

Enhance recreation spaces to create value that users are willing to pay for sufficiently to off-set operating costs.

**ACTION PLAN**

| Task  | Suggested Responsible Party   | Timeline                        |
|---|---|---------------------------------|
| Develop pricing models in the strategic state parks for various amenities based on quality and willingness to pay for the services provided.        | Business and Administration Manager, Park Region Managers   | Completed by: July 1, 2010      |
| Add amenities and enhancements to existing sites that make it attractive and adds value to the user experience.                                     | Deputy Commissioner, Business and Administration Manager, Park Region Managers, Marketing and Sales Specialist, Facility Management Specialist, Park Managers | ONGOING                         |
| Add quality programs to quality spaces to enhance the user experiences and length of stay.  | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist   | Completed by: September 1, 2010 |
| Train staff on how to promote a greater sense of value to current and potential visitors.   | Business and Administration Manager, Park Region Managers   | Completed by: October 1, 2010   |
| Develop design principles for each amenity and the level of cost recovery desired to offset operational costs.                                      | Park Region Managers, Facility Management Specialist  | Completed by: October 1, 2010   |
| Design facilities to the capacity of the lodge or the region capability to support the asset.   | Park Region Managers, Facility Management   | ONGOING                         |
| Develop a business plan for each attraction to determine the markets capability of supporting the amenity and the return on investment to the park. | Business and Administration Manager, Park Region Managers   | Completed by: January 1, 2011   |
| Require operational and revenue feasibility studies for any new development that exceeds \$1,000,000 in estimated capital expenditures.             | Commissioner, Deputy Commissioner   | ONGOING                         |

**EFFECTIVE MARKETING TO DRIVE SALES AND USAGE**

**GOAL**

Transform the current marketing and sales strategies to effectively improve the actual sales and usage of Kentucky State Park amenities and services.

**STRATEGY**

Effectively promote and market programs and facilities to increase usage and participation that will enhance revenue capacity of the System.

**ACTION PLAN**

| Task  | Suggested Responsible Party   | Timeline                           |
|---|---|------------------------------------|
| Establish clear sales goals for each major amenity or state park facility within each park management region.   | Business and Administration Manager, Park Region Managers, Marketing and Sales Specialist                       | Completed by:<br>July 1, 2010      |
| Develop a program plan for each park and for the region to eliminate duplication and build a strong audience base   | Park Region Managers, Marketing and Sales Specialist, Recreation Program Specialist, Golf Operations Specialist | Completed by:<br>September 1, 2010 |
| Create detailed marketing plans for each park management region state resort park that reflects sound practices and measureable outcomes in publicity, direct sales, co-branding, partnerships, and advertising activities. | Park Region Managers, Marketing and Sales Specialist  | Completed by:<br>September 1, 2010 |
| Create basic marketing plans for the remaining state parks and historic sites that reflect sound practices and measureable outcomes in publicity, direct sales, co-branding, partnerships, and advertising activities.      | Park Region Managers, Marketing and Sales Specialist  | Completed by:<br>September 1, 2010 |
| Create marketing plans for each golf course that reflects sound practices and measureable outcomes in publicity, direct sales, co-branding, partnerships, and advertising activities.                                       | Park Region Managers, Golf Operations Specialist,   | Completed by:<br>September 1, 2010 |
| Evaluate performance of each state resort park and golf course quarterly to the goals of the marketing plans.   | Business and Administration Manager, Park Region Managers   | ONGOING                            |
| Develop social networks to communicate with existing users and potential users outside of the parks   | Marketing and Sales Specialist  | ONGOING                            |



**COST RECOVERY GOALS**

**GOAL**

Clarify the expectations for what is acceptable cost recovery of Kentucky State Parks operations.

**STRATEGY**

Establish a System-wide cost recovery goal that represents an appropriate balance of public, private and merit services.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                      |
|--|--|-------------------------------|
| Work to achieve break-even operations of state park food services within the next 12 to 24 months.                                     | Business and Administration Manager, Park Region Managers, Food and Dining Specialist, Park Managers | Completed by: January 1, 2012 |
| Achieve break-even operations of state park golf operations within the next 12 to 24 months through alternative management techniques. | Business and Administration Manager, Park Region Managers, Golf Operations Specialist                | Completed by: January 1, 2012 |
| Improve system-wide cost recovery to recover 75% of expenses through earned revenues or avoided costs.                                 | Business and Administration Manager, Park Region Managers  | Completed by: January 1, 2015 |

## ENHANCE PRICING AND FEE STRUCTURES

### GOAL

Generate additional revenues from the use of facilities and services, and participation in programs at Kentucky State Parks that is not as dependent on increased visitation as the status quo.

### STRATEGY

Enhance existing pricing and fee structures to address total costs of services and cost recovery goals specific to each program area and facility, and to address wear and tear of facilities as a result of use.

### ACTION PLAN

| Task  | Suggested Responsible Party  | Timeline                           |
|---|--|------------------------------------|
| Establish a cost of service model for each program and service in each park to determine cost per experience.   | Business and Administration Manager, Park Region Managers  | Completed by:<br>July 1, 2010      |
| Calculate regular maintenance and major capital repair and replacement costs into the cost of service models for major amenities and the System.  | Business and Administration Manager, Park Region Managers, Facility Management Specialist, Park Managers | Completed by:<br>September 1, 2010 |
| Establish appropriate cost recovery goals for each program area and facility that adds up to a meeting to the System-wide financial performance goals.  | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers             | Completed by:<br>September 1, 2010 |
| <p>Create a tiered pricing structure that encourages early reservations, off-peak usage, diverse user groups, and supports the cost recovery goals of the System. Specific pricing methods should include:</p> <ul style="list-style-type: none"> <li>• Primetime/Non-Primetime</li> <li>• Peak Season/Off Season</li> <li>• Group Discounts</li> <li>• Family/Household Discounts</li> <li>• Price by Location</li> <li>• Price by Competition</li> <li>• Price by Volume</li> <li>• Price that supports loyalty</li> <li>• Price based on the level of benefits received</li> <li>• Price by length of stay</li> <li>• Price based on the level of exclusivity</li> <li>• Pricing by age segment</li> </ul> | Business and Administration Manager, Park Region Managers  | Completed by:<br>September 1, 2010 |



**BUSINESS PLANS**

**GOAL**

Improve the framework through which both short-term and long-term decisions are made at local parks and System-wide in order to improve the financial performance of Kentucky State Parks.

**STRATEGY**

Establish detailed business plans for park regions and state resort parks, and basic business plans for remaining state parks and historic sites.

**ACTION PLAN**

| Task   | Suggested Responsible Party  | Timeline                      |
|--|--|-------------------------------|
| Create detailed business plans for each park management region that reflects sounds practices and measureable outcomes in meeting sales goals, occupancy rates, expense control, revenue generation, facility management, and resource management.                               | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers | Completed by:<br>July 1, 2010 |
| Create detailed business plans for each state resort park that reflects sounds practices and measureable outcomes in meeting sales goals, occupancy rates, program development, expense control, revenue generation, facility management, and resource management.               | Commissioner, Deputy Commissioner, Business and Administration Manager, Park Region Managers | Completed by:<br>July 1, 2010 |
| Create basic business plans for remaining state parks and historic sites that reflect sounds practices and measureable outcomes in meeting sales goals, occupancy rates, program development, expense control, revenue generation, facility management, and resource management. | Business and Administration Manager, Park Region Managers, Park Managers                     | Completed by:<br>July 1, 2010 |
| Evaluate performance of each park management region state resort park and quarterly to the goals of the business plans.  | Deputy Commissioner, Business and Administration Manager, Park Region Managers               | ONGOING                       |

## APPENDIX B: DETAILED FOOD AND DINING RECOMMENDATIONS

### STRATEGIC PLAN

One of the primary focuses of this project is to establish a long-term or strategic plan for the Kentucky State Park System (“System”). The “foodservice” area of operations is no different and suffers from a lack of strategic planning. This requires the answers to:

1. Where are we currently?
2. Where do we want to be in 1 year?
3. Where do we want to be in 5 years?
4. Where do we want to be in 10 years?
5. What role will “Foodservice” play in the future of the parks?
6. Will “Foodservice” continue to be treated as an amenity to the park system or will it be deemed a profit center and run differently?
7. What level of Foodservice is appropriate for the parks? Will the Dining Rooms be considered “Fine Dining” venues or “Casual”?

These questions and others form the basis of determining direction and the future of “Foodservice” within the System. While the Consultant Team has made recommendations to consider the use of concessionaires within the System, it is important the questions above be answered prior to going out to bid. It is essential bidders know what is expected of them as a minimum standard.

Traditional phrases used in bidding of hospitality contracts include “Deluxe” or “First Class” properties. These phrases do not adequately cover the situation here. As components of the System go out to bid, it is important to use current industry comparisons. For example if the determination is made to compare the “Foodservice” component of the System to “Applebee’s” or “T.G.I. Fridays” then these chains should be used as the standard when bidding the Kentucky State Parks “foodservice” operations.

### BRANDING

Regardless of the use of concessionaires within the parks, the Kentucky State Parks restaurants suffer from a lack of branding. The resorts themselves are rarely known individually. All of the Kentucky State Parks restaurants have been given a name but little to any effort has been made to brand the facilities.

The one significant exception to this is General Butler State Resort Park and the Two Rivers’ Restaurant. None of the other restaurants have the look or feel of a dining destination.

The Two Rivers’ Restaurant is an excellent model of how a state resort park dining experience can be a good one. The dining room feels like a restaurant with local artwork and décor throughout the facility. The restaurant is full of local flavor and items which make one feel as if they are in a local fishing camp.

The layout of the dining room at Two Rivers’ is broken up into a series of smaller seating areas. By having these areas, diners are seated in a manner which allows guests to feel as if the restaurant is busy, allows staff to have stations which are close together and contained, and more importantly allow the guests the feel of an intimate dining experience rather than a huge open dining room.

### SENIOR LEVEL STAFFING

Senior staff at the Central Office responsible for food and dining services have performed well at beginning to standardize the “foodservice” operation. However due to the magnitude of the project,



there is a lack of follow-up in the field and the Consultant Team saw indications of chefs and staff ignoring policy and practices.

The Consultant Team recommends more interaction with the staff in the field and have the following recommendations:

1. Senior staff be given one of three regions as a “Food and Dining Specialist”.
2. Each would be required to visit their regions on both an expected, scheduled basis and on an unannounced basis.
3. A weekly staff meeting of Executive Chefs within each region be held (via telephone) to discuss changes, concerns and new policies. These staff meetings would be a means to help break-down the barriers between the Central Office and the individual parks.
4. A quarterly staff meeting be held (via telephone) with all chefs and senior level staff to address specific issues.
5. An annual Staff Meeting (1 to 2 Days) of all the Executive Chefs should be held to network, train and discuss issues.

While the staff has made excellent progress standardizing the Back of the House operations (BOH), the same cannot be said for the Front of the House (FOH) operations. No attention has been given to standardizing the dining rooms, the way the dining rooms are operated, and the policies and procedures to be used within the dining rooms. As such the Consultant Team recommends the following steps be taken:

1. A dining room or FOH specialist be hired (perhaps on an interim basis) to establish the policies, procedures and work rules appropriate for the dining rooms within the System.
2. The senior staff of the BOH should be involved in establishing the policies, procedures and work rules.
3. As each of the senior staff visits their regions, the new standards may be implemented throughout the system.
4. A weekly staff meeting of Dining Room Managers within each region (via telephone) to be held to discuss changes, concerns and new policies. These staff meetings would be both a means to help break-down the barriers between the Central Office and the individual parks and to begin training of the FOH staff.
5. A quarterly staff meeting be held (via telephone) with all Dining Room Managers and senior level staff to address issues.
6. An annual staff meeting (1 to 2 Days) of all the Dining Room Managers to be held to network, train and discuss issues.

### **DEPARTMENT HEAD STAFFING WITHIN PARKS**

Many of the FOH and BOH staff throughout the parks are qualified individuals with significant private sector experience. This is particularly the case in with regards to the Executive Chefs. Many of the Dining Room Mangers have been promoted from within and lack the training to run a dining room. Assuming the new structure of regional managers and specialists is adapted, it is vital the weaker individuals be given the opportunity to succeed but if they cannot operate their facilities to the appropriate standards, they must be replaced.

These individuals not only represent their individual parks but are representatives of the System and the people of Kentucky and cannot be allowed to run sub-standard operations.

### STAFFING WITHIN PARKS

While budget limitations have precluded various parks from filling positions in recent months, we are concerned some parks are running their operations on a precarious basis. If further reductions of line employees are necessary, it would be appropriate to critically review services and see how to curtail them rather than operate existing service levels with deeper cuts.

Rather than make system-wide decisions, each facility should be evaluated as to how to best show additional savings. This might include the elimination of breakfast service or at the least the elimination of all hot breakfast service. In parks where lunch service is only used by overnight guests, a complimentary boxed lunch prepared by the AM staff could be substituted. If occupancy does not warrant dinner service, a small reduction in room rate might be wise rather than a full dinner service.

Other options to consider might be reducing the size of menus and having a limited menu consisting of a few item items which would allow a reduction in staff. Consideration might also be given to eliminating the use of china, glass and silver to be replaced by paper and plastic which would result in labor savings although it would increase the paper costs.

Additional consideration might be given to closing sections of facilities. Many of the parks have dining facilities which hold large numbers of guests. Through the use of screens and partitions, sections of these facilities could be closed allowing a reduction in staff.

Set guidelines must be established and communicated to park employees as to when buffets should be used as versus a la carte service. We observed many operations serving buffet meals when there were too few guests expected in a meal period. This results in waste when extra food is prepared and often disposed of when not eaten.

### MENUS

While the Consultant Team acknowledges the desire of the Kentucky State Parks to have standardized menus, recipes and preparations, we are concerned about how certain Chefs has been held back from utilizing their skills. The Consultant Team recommends the Foodservice Department allow certain chefs the capability of adding to their menus within established guidelines. These additional items would allow some of the restaurants to begin or regain the branding previously discussed.

Emphasis should be placed on the “Kentucky Proud” program when possible. Many of the chefs have limited access to these products or find they are too expensive to use. However, more emphasis needs to be put on the program as it has a potential to draw guests to the resorts.

### PURCHASING

As currently configured, the long-term contracts for services including food, paper goods, and chemicals are bid by the State’s purchasing department without input from those in the field. This often results in a “disconnect” between Frankfort and the parks.

We suggest there be a fundamental change in the way these contracts are bid. The actual bidding process can remain the same and probably should due to state regulations but the initial process should include input from those in the field who utilize the product.



The Consultant Team recommends when a contract is coming up for bid, the Purchasing Department discuss with a representation of end users in the field, the good and bad about the existing contract, the areas for improvement or change and in general, solicit input from the end users. By having a group from the field involved, it once again helps to build the relationship between Frankfort and the field.

Consideration might be given to establishing a “Commissioner’s Cabinet” This might be a group of twelve individuals (four from each region). Two Chefs and two Dining Room Managers could represent each region to the “Cabinet”. These would be respected and established employees who would bring the opinions of others with their region to Frankfort.

These might be the same individuals who help the Purchasing Department with contracts, help the Regional Managers in case of emergency or people who could be called on for a variety of situations to lend their expertise. This would be a way to recognize efforts of extraordinary individuals and yet help Frankfort at the same time with no additional expense.

### **DINING ROOM APPEARANCE**

While some if not all of the Dining Rooms may eventually be leased to outside concessionaires, the facilities must be operated by Kentucky State Parks for the foreseeable future. It is possible some facilities may always be within the Parks Department and not leased or operated by others. It is important these Dining Rooms be made to look and feel like restaurants rather than cafeterias.

As work is done in facilities, florescent lighting should be eliminated, all lighting should be put on dimmers and the rooms updated with décor which matches the theme of the restaurant. As previously mentioned, the Two Rivers’ Restaurant at General Butler State Resort Park is an excellent example of how dining rooms should look moving forward.

Dining rooms should be able to be reduced in size through the use of screens and dividers and should contain both local memorabilia and artwork highlighting the region of Kentucky the resort is located in.

### **DINING ROOM STANDARDIZATION AND PROCEDURES**

Kentucky State Park dining rooms lack standards as to how the restaurants should be run. A Policy and Procedures Manual needs to be developed with the help of some of the Dining Room Managers throughout the system. This manual would contain information of how to operate the restaurant from a FOH perspective.

Areas to be covered would include but not be limited to:

- Table Set-Up
- Buffet Set-Up
- Side Work
- Dining Room Appearance
- Opening Procedures
- Closing Procedures
- Computer Operations
- Cash/Credit Management

## TRAINING – MANAGEMENT

As mentioned in previous sections, the Consultant Team recommends a significant attempt be made to begin an ongoing training process within the management of the “foodservice” division of Kentucky State Parks. Emphasis should be placed on training:

- Dining Room Managers
- Executive Chefs
- Group Sales Managers \*
- Park Managers \*\*

\* Group Sales Manager training is recommended from both a Foodservice perspective and a Lodging Perspective.

\*\* Park Managers will need exposure to the training of the various managers listed above so they may hold managers accountable to the same levels as Frankfort.

Much of this initial training can be done through telephone calls at regularly scheduled intervals. It is important the following items be considered in setting up the program:

- How often?
- Calls should be scheduled in advance on the same days and at the same time. (i.e. – 2:00pm on the 2<sup>nd</sup> Thursday of every month).
- Calls should always be held regardless of vacation schedules.
- Calls should have a set agenda, emailed in advance.
- Agenda items should be short as to keep attendees engaged.
- Opportunity for feedback from the field should always be available.
- Calls should follow the same format For example:
  - Roll Call
  - Review of the last meeting or open items.
  - Short comments by the leader of the call
  - Agenda Items
  - Training Component
  - Feedback
- Calls should be limited to one hour.

## TRAINING – LINE EMPLOYEES

There is a lack of training currently being made available to line employees. It is unfair and unreasonable to make many of the changes described here without notifying and educating the employees who have to carry out the new policies and procedures.

Recognizing the lack of funds available for training, the Consultant Team recommends training should be implemented utilizing a simple method shown below:

- Dining Room employees should be trained daily at “Roll Call” meetings held each day prior to lunch and dinner. These meetings, led by supervisors should be held one half hour before service and become the primary means to educate staff.

Each roll call meeting should include the following:



- Review of recent meal periods.
- Discussion of the meal period coming up to include concerns, expectations, and special situations.
- Discussion of new food items or the specials of the day to include a visit from the Chef or his representative to discuss and potentially offer tastes of the dishes.
- A 2/3 minute training session to discuss an issue or concern which needs change or improvement.
- Feedback from the staff.

It is important a simple form be developed to be used by each manager to list the items discussed each meeting. By doing this, other managers can review what has been discussed during the past few days, what the problems have been noted or what trends may be potentially seen. These sheets should be kept as a record and reviewed by Regional Managers or Specialists when they visit.

- Kitchen employees should be trained daily at “Roll Call” meetings held each day prior to lunch and dinner. These meetings, held before service, become the primary means to educate staff. Each roll call meeting should include the following:
  - Review of recent meal periods.
  - Discussion of the meal period coming up to include concerns, expectations, and special situations.
  - Discussion of new food items or the specials of the day.
  - A 2/3 minute training session to discuss an issue or concern which needs change or improvement.
  - Feedback from the staff.

It is important a simple form be developed to be used by each chef to list the items discussed each day. By doing this, the Executive Chef can review what has been discussed during the past few days, what problems might exist or what trends might potentially exist. These sheets should be kept as a record and reviewed by Regional Managers or Specialists when they visit.

## APPENDIX C: DETAILED RECOMMENDATIONS FOR LODGING

### STRATEGIC PLAN

The “lodging” area of operations suffers from a lack of strategic planning and requires the answers to:

1. Where are we currently?
2. Where do we want to be in 1 year?
3. Where do we want to be in 5 years?
4. Where do we want to be in 10 years?
5. What role will “Lodging” play in the future of the parks?
6. Will “Lodging” be treated as an amenity to the park system or a profit center and be run differently?
8. What rating or level should the “Lodging” facilities strive to be rated? Are the properties considered 2 star or 3 star facilities?

These questions and others form the basis of determining direction and the future of “lodging” within the System. While the Consultant Team has made recommendations to consider the use of concessionaires within the System, it is important these questions above be answered first prior to going out to bid. It is essential bidders know what is expected of them as a minimum standard.

Traditional phrases used in bidding of hospitality contracts include “Deluxe” or “First Class” properties. These phrases do not adequately cover the situation. As components of the System go out to bid, it is important to use current industry comparisons. For example if the determination is made to compare the “lodging” component of the System to “Hampton Inns” or “Fairfield by Marriott” then these chains should be used as the standard for the Kentucky State Parks lodging operations.

### SENIOR LEVEL STAFFING

Currently there are no senior level staff members overseeing the “lodging” portion of the park system. The Consultant Team recommends a “Resort Lodge Specialist” be put into place who will be responsible for setting the policies and procedures for the operation.

This individual should have experience with a lodging chain and have had multiple unit experience. His or her background would ideally include experience with a chain similar to what the System desires its properties to be in the future. This individual should also have experience developing and implementing systems, policies, procedures and change on a multiple unit basis.

The Consultant Team recommends this individual have much interaction with the staff in the field. The following suggestions for his or her responsibilities include:

1. The specialist would be required to visit properties on both a scheduled and unannounced basis.
2. A weekly staff meeting of Front Office Managers within the system be held (via telephone) to discuss changes, concerns and new policies. These staff meetings would be a means to help break-down the barriers between the Central Office and the individual parks.
3. A weekly staff meeting of Group Sales Managers within the system be held (via telephone) to discuss changes, concerns and new policies. These staff meetings would be a means to help break-down the barriers between the Central Office and the individual parks.



4. An annual Staff Meeting (1 to 2 Days) of all the Front Office Managers together with the Group Sales Managers should be held to network, train and discuss issues.

### **DEPARTMENT HEAD STAFFING WITHIN PARKS**

Many of the Front Office Managers and Group Sales Managers throughout the parks are qualified individuals with significant private sector experience. However, many have been promoted from within and lack the training to run their departments. This is particularly apparent with regards to Group Sales Managers. Assuming the new structure of Regional Managers and Specialists is adapted, it is vital the poor performing individuals be given the opportunity to succeed, but if they cannot operate their departments appropriately they must be replaced.

These individuals not only represent their individual parks but are representatives of the System and the people of Kentucky and cannot be allowed to run sub-standard operations.

### **STAFFING WITHIN PARKS**

While budget limitations have precluded various parks from filling positions in recent months, we are concerned some parks are running their operations on a precarious basis. If farther reductions in line employees are necessary, it would be appropriate to look at services and see how to curtail them rather than operate them on with deeper cuts.

### **PURCHASING**

As currently configured, the long-term contracts for services including supplies, paper goods, and chemicals are bid by the State's purchasing department without input from those in the field. This often results in a "disconnect" between Frankfort and the parks.

The Consultant Team recommends there be a fundamental change in the way these contracts are bid. The actual bidding process can remain the same and probably should due to state regulations but the initial process should include input from those in the field who utilize the product.

The Consultant Team recommends when a contract is coming up for bid, the Purchasing Department discuss with a representation of end users in the field, the good and bad about the existing contract, the areas for improvement or change and in general, solicit the end users. By having a group from the field involved, it once again helps to build the relationship between Frankfort and the field.

Consideration might be given to establishing a "Commissioner's Cabinet" These might be a group of twelve individuals (four from each region). A Group Sales Manager, Housekeeping Manager, Maintenance Manager, and a Front Office Manager could represent each region to the "Cabinet". These would be respected and established employees who would bring the opinions of others with their region to Frankfort.

These might be the same individuals who help the Purchasing Department with contracts, help the Regional Managers in case of emergency or people who could be called on for a variety of situations to lend their expertise. This would be a way to recognize efforts of extraordinary individuals and yet help Frankfort at the same time.

## FRONT DESK AND LOBBY APPEARANCE

It is important the lobbies and front desks of the various resorts have a warm and inviting feel. Many of the parks are located in isolated areas and guests often travel great distances to visit the parks. The lobby at Pennyryle Forest State Resort Park is an excellent example of a well designed small lobby. Facilities at Greenbo Lake State Resort Park are a good example of how local flavor can be used in the lobby.

As work is done in facilities, any florescent lighting should be eliminated, all lighting put on dimmers and the facilities updated with additional local décor which matches the theme of the park.

Front desk appearances at each park vary and some are older and represent a style no longer used. This would include the “cubbyhole” type desk at Lake Cumberland SRP. This front desk is an old design with a raised center and workstations at either end reminiscent of a bank.

As front desks are renovated, desk heights should be lower rather than higher, should reflect the image of the park and hide the day to day clutter of the operation.

Each lobby should contain large comfortable seating with nooks and crannies for guests to relax in. Lobbies might also contain game tables and all fireplaces must be put back into working order.

## GUEST ROOM APPEARANCE

While there has been some renovation done throughout the system to guest rooms, it seems to happen two different ways. In rare cases rooms are renovated as a whole, from the bathroom tile to the soft goods. However, it appears in recent years to be done differently and decisions are made to replace certain items throughout the system such as drapes or bedspreads. In many cases older items are then packaged up and sent to different properties within the system.

While recent budget limitations have necessitated these decisions, the piece-meal approach rarely brings the room up to date. Many of the rooms throughout the system are old, contain poor lighting and are dark. Many have dark paneled walls with dark beamed ceilings. Most have out dated technology (small televisions).

The Consultant Team recommends a full inventory of each room be done throughout the system including digital photographs taken. This will allow a database to be established with the current condition of all furnishings. As monies become available, individual bedrooms throughout the system can be evaluated and renovated on a need basis.

One fairly inexpensive change which could be made now is the addition of an in-room directory containing information about the System, the individual park, and the amenities offered within the park. Additional information about the use of telephones, internet and television could be placed in the guide as well. This is typically done in every hotel and motel room throughout the world and often the first thing guests look for.

These guides would also contain information of upcoming special events and used as a selling tool for guests to return. Consideration might be given to a discount program for current guests wishing to return for a future event.



## **TRAINING – MANAGEMENT**

As mentioned in previous sections, the Consultant Team recommends a significant attempt be made to begin an ongoing training process within the “lodging” portion of the parks. Emphasis should be placed on training:

- Front Office Managers
- Housekeeping Managers
- Maintenance Managers
- Group Sales Staff\*
- Park Managers\*\*

\* Group Sales Manager training is recommended from both a Foodservice perspective and a Lodging Perspective.

\*\* Park Managers will need exposure to the training of the various managers listed above so they may hold managers accountable to the same levels as Frankfort.

Much of this training can be done through telephone calls at regularly scheduled intervals. It is important the following items be considered in setting up the program:

- How often?
- Calls should be scheduled in advance on the same days and at the same time. (i.e. – 2:00pm on the 2<sup>nd</sup> Thursday of every month).
- Calls should always be held regardless of vacation schedules.
- Calls should have a set agenda, emailed in advance.
- Agenda items should be short as to keep attendees engaged.
- Opportunity for feedback from the field should always be available.
- Calls should follow the same format For example:
  - Roll Call
  - Review of the last meeting or open items.
  - Short comments by the leader of the call
  - Agenda Items
  - Training Component
  - Feedback
- Calls should be limited to one hour.

## **TRAINING – LINE EMPLOYEES**

There is a lack of training currently being made available to line employees. It is unfair and unreasonable to make many of the changes described here without notifying and educating the employees who have to carry out the new policies and procedures.

Recognizing the lack of funds available for training, the Consultant Team recommends end training be done utilizing a number of different methods.

- Each “Lodging” employee should be trained daily at a “Roll Call” meeting held at the beginning of the day. This would include housekeeping and maintenance employees. Front Desk employees will have to be handled differently. These meetings become the primary means to educate staff. Each roll call meeting should include the following:

- Review of the past few days.
- Discussion of the day or next few days to include concerns, expectations, and special situations.
- A 2/3 minute training session to discuss an issue or concern which needs change or improvement.
- Feedback from the staff.

It is important a simple form be developed to be used by each manager to list the items discussed each day. By doing this, managers can review what others have discussed over the past few days, what the problems are or potentially see trends. These sheets could be used to train front desk staff on a one to one basis so they do not miss out on any information. These should be kept as a record and reviewed by Regional Managers or Specialists.



## APPENDIX D: BENCHMARK COMPARATIVE ANALYSIS SUMMARY RESULTS

One of the key areas of analysis in which the Consultant Team can apply best practices within the industry was the *Benchmarking Comparative Analysis*. Specific systems were evaluated based upon unique characteristics in which they excel that are relevant to operational issues within Kentucky State Parks. In this way, the Consultant Team was able to collect comparative data reflecting the best in golf operations, lodge operations, marketing, funding, technology, system management, and positioning.

### BENCHMARKING TARGETS

Five peer benchmarking targets were selected based upon their applicability of best practices relevant for Kentucky State Parks. These state park systems and relative areas of investigation were:

1. **Alabama State Parks and Robert Trent Jones Golf Trail**

- Golf
- Funding

Alabama operates 22 state parks, 6 of which feature high quality golf courses. In addition, the Robert Trent Jones Golf Trail has been heralded “one the best public golf trails in the nation” by the *New York Times*.

2. **Ohio State Parks**

- Lodges
- Outsourcing
- Funding

Ohio operates 74 state parks, including 9 resort lodges. Ohio State Park resort lodges have been recognized to feature extremely good service and amenities that are well aligned with market demands. Additionally, Ohio has successfully utilized outsourcing to manage most or all of these facilities.

3. **Arkansas State Parks**

- Infrastructure investment
- Marketing
- Funding

Arkansas operates 52 state parks, including 5 lodges, 28 campgrounds, 8 parks with cabins, 2 group lodges, 8 restaurants, and many more amenities. The State of Arkansas has recently invested large sums of public money into their system for infrastructure improvements and marketing, and has subsequently become one of the higher profile state park systems within the last 5 years.

4. **Texas State Parks**

- Park transfers / divestiture
- Zero-based budgeting
- Funding

Texas operates 93 state parks that span over 572,000 acres. Working to manage one of the largest state park systems in the country, the State of Texas has successfully transferred 33 state parks since 2000 to other governmental agencies, reducing the size of the system by nearly 25%. Each of these transfers were considered a big success, and these parks continue to remain open to the public for recreational purposes. In addition, Texas State Parks has recently

developed a zero-based budgeting system that allows them to specifically forecast labor and asset needs for budgeting purposes.

5. **Missouri State Parks**

- Dedicated funding source

Missouri operates 83 state parks, and on four occasions in the recent past has been ranked the “best state park system in the nation.” The State of Missouri supports the costs of maintaining a high quality state park system through a very successful dedicated funding source.

6. **South Carolina State Parks**

- Technology
- Funding

South Carolina operates 46 state parks, many in close proximity to one another. Leadership of Active.com have reported that South Carolina utilizes technology better than most of its peer state park systems to increase accessibility of reservations and amenities to target markets, and to achieve operational efficiencies.

While the Consultant Team conducted these reviews, the following issues evaluated for meaningful information relevant to Kentucky State Parks:

- Asset maintenance
- Staffing and organizational structure
- Management model
- Strategic planning
- Visitation
- Revenue generation / cost recovery

## KEY FINDINGS

The benchmarking analysis examined six (6) state park systems to compare relevant components of peer systems to the Kentucky State Parks system. Key findings will be identified from each park system to determine best practices that may be emulated within the Kentucky State Park system.

- Alabama State Parks, their public golf courses and another trend setting public golf provider, the Robert Trent Jones Trail offer insight as to how to successfully set-up large scale golf resorts with lodge and state park amenities to increase visitation, fees and revenue generation.
- Arkansas State Parks presents an example of how powerful the advertising medium of modern internet tools may be used. A fully integrated “web-centric” marketing strategy in conjunction with the state’s tourism department, illustrates how this state park system has creatively developed breathtaking sites utilizing today’s easiest and most efficient methods to reach, educate and invite potential visitors and increase tourism revenues on all levels – parks, hospitality, and tourism.
  - As for funding, Arkansas has a dedicated funding source, internally called “forever funding”. This 1/8-cent conservation tax is dedicated to renovations, enhancements and other work being done by Arkansas’s four state agencies that are responsible for administering and safeguarding the state’s natural and cultural resources. Proceeds from the amendment have allowed Arkansas to build the finest system of state parks in



the country along with a system of state-of-the-art nature centers operated by the Game and Fish Commission.

- Ohio State Parks displays beautiful lodges, which are all successfully managed by resort management companies. The amenities, recreational activities and properties are maintained and operated by these professional organizations, which are improving revenue and positive visitor interaction for the state park system.
- Missouri State Parks provides a great example of a dedicated funding source for parks through parks, soils and water tax created through a constitutional amendment and earmarked specifically for the state park system and efforts to stop soil erosion. This legislation must be reapproved by the voting public every ten (10) years and provides the greatest source of revenue to the state park system.
- South Carolina State Parks is ranked as the best technology user among the state government park systems and illustrates the benefits of what a system may be capable of when it is able to rely on accurate information to make resource allocation decisions. Technological systems and support has increased efficiencies in the staffs' ability to quickly access data to help with decision making, ultimately resulting in improved efficiencies throughout the system.
- Texas State Parks operates one of the largest state park systems in the nation in terms of geographical distribution and total acreage, and has successfully transferred 33 parks to local jurisdictions and/or non-profit organizations through enabling legislation passed in 1999. Texas House Bill 2108 of the 76<sup>th</sup> Texas Legislature directed Texas Parks and Wildlife Department to contact local governments to determine their interest in assuming management of nearby state parks. This was prompted in part by a 1998 Texas A&M University study which found some state park system holdings might be redundant or more appropriately operated by other entities. More recently, state park budget limitations have led to park transfers for cost-saving measures, such as the transfer of Lake Houston State Park to the City of Houston.



## SUMMARY RESULTS

The following are the summary results of the benchmarking comparative analysis conducted for this *Financial and Operations Strategic Plan*.

### ALABAMA STATE PARKS AND ROBERT TRENT JONES GOLF TRAIL

The State of Alabama operates 22 state parks, 6 of which feature high quality golf courses.

#### GENERAL DESCRIPTION / BACKGROUND

Alabama's state parks history begins in 1927, when the Alabama legislature passed the State Land Act, which provided for the development and operation of state parks and the administration of other state lands by the State Commission of Forestry. The commission then formed the Bureau of Parks and Recreation to manage all state park lands. At its establishment, the bureau actually had no parks to manage, but acquisition of land for parks began soon thereafter.

| Name of Park System:           | Alabama State Parks  |
|--------------------------------|--|
| Number of Parks in System:     | 22   |
| Total Number of Acreage:       | 48,000   |
| Annual Visitation:             | 3 million  |
| State Population:              | 4,661,900 *U.S. Census Bureau 2008 estimate  |
| State Department:              | Alabama Dept of Conservation & Natural Resources   |
| State Parks Division Director: | Mark Easterwood  |
| Address:                       | 64 North Union Street, Suite 468<br>Montgomery, AL 36130   |
| Phone:                         | 800-252-7275 (1-800-ALAPARK)   |
| Official Website:              | Alabama State Parks<br><a href="http://www.alapark.com">www.alapark.com</a>  |
| Official Website:              | Alabama Dept of Conservation & Natural Resources<br><a href="http://www.outdooralabama.com">www.outdooralabama.com</a> |
| Official Website:              | Alabama Bureau of Tourism & Travel<br><a href="http://www.800alabama.com">www.800alabama.com</a>                       |
| Division Budget: (2002)        | \$31 million   |
| Park Generated Revenues:       | \$24 million   |

Procurement of lands for parks began slowly but then accelerated. In 1930, only Cheaha State Park existed, but by the end of 1933 the bureau had created 11 more parks. The State Commission of Forestry managed the state parks until 1939, with the passage of the Department of Conservation Act. This legislation created a new Department of Conservation and abolished the State Commission of Forestry. A newly created Division of State Parks, Monuments, and Historic Sites within the department assumed management of the park system, and a new Division of Forestry took over all forestry programs. In 1942, a newly created Division of State Lands took over administration of state lands from the Division of Forestry.

The Department of Conservation changed its name to the Department of Conservation and Natural Resources in 1971 and added to its existing responsibilities the oversight of wildlife management areas, public fishing lakes, fish hatcheries, waterfowl refuges, and additional public lands. However, its original mission of managing the state parks remained its core responsibility. Today, the State Parks Division within the Department of Conservation and Natural Resources maintains and operates state parks. The published mission of the division is to acquire and preserve natural areas; to develop, furnish, operate, and maintain recreational facilities; and to extend the public's knowledge of the state's natural environment.



**FUNDING**

The Alabama Department of Conservation and Natural Resources (Department) receives no General Fund support. Funding for the Department is generated through special revenues, which include federal money, cigarette taxes, user and license fees, and mandated interest from endowment and federal regulations. The Forever Wild Program receives interest income from the Alabama Trust Fund. Specific revenue sources for the State Parks operational division are as follows:

- User-generated funds in the form of entrance, rental, lodging, golf and other recreational fees.
- State Parks received a modest amount of funding from cigarette tax revenue.

These funding sources provide a constant level of funding to operate and maintain the parks. However, in 2004, Hurricane Ivan and in 2005, Hurricane Katrina struck Gulf State Park, causing major damage to both the facilities and the park habitat. The storms devastated the park's woodlands, blowing down trees and inundating lowland areas with saltwater, which continues to kill trees. Remediation efforts, including reforestation and prescribed burns to deal with the effects of these storms, made significant demands on the budget, but the impact may be reduced by the settlement of insurance claims. Additionally, the park's beachfront lodge and inshore campgrounds and picnic areas were damaged or destroyed.



Lunker Lake at Oakmont State Park

In 2002, the budget for the division was \$31 million, \$24 million of which was from park-generated revenues. Each of the state parks has an internal park staff determined by size, development and operation of each area. Total employees for all parks vary from approximately 800 during peak season to approximately 600 during the off-season. The Parks Division central office in Montgomery includes six sections: Administrative, Operations and Maintenance, Purchasing, Management Analysis, Natural Resources and Advertising/Marketing, and operates with 19 full-time and three (3) part-time staff.

In October 2008 Alabama State Parks purchased a new property management system called Megasys. This system allows park guests to make online reservations for Alabama State Parks, and allows park management to track guests and groups that use the parks system. Eleven of the 21 parks have Wi-fi Internet connections.



Aerial view of the Gulf Shores State Park Pier, Hotel and Convention Center

**OHIO STATE PARKS**

Ohio operates 74 state parks, including 9 resort lodges and six (6) golf courses. Ohio State Park resort lodges have been recognized to feature extremely good service and amenities that are well aligned with market demands. Additionally, Ohio has successfully utilized outsourcing to manage most or all of these facilities.

|                                      |  |
|--------------------------------------|--|
| <b>Name of Park System:</b>          | <b>Ohio State Parks</b>                                      |
| <b>Number of Parks in System:</b>    | 74   |
| <b>Total Number of Acreage:</b>      | 174,000  |
| <b>Annual Visitation:</b>            | 55 million   |
| <b>State Population:</b>             | 11,485,910 * U.S. Census Bureau 2008 estimate                |
| <b>State Department:</b>             | ODNR - Ohio Department of Natural Resources                  |
| <b>Official Website:</b>             | <a href="http://www.dnr.state.oh.us">www.dnr.state.oh.us</a> |
|                                      | Division of Parks and Recreation                             |
| <b>State Parks Chief:</b>            | Dan West   |
| <b>Address:</b>                      | 2045 Morse Road, C-3   |
|                                      | Columbus, OH 43229-6693                                      |
| <b>Phone:</b>                        | (800) 334-6946, (573) 751-2479                               |
| <b>State Park Revenues 2008:</b>     | \$27,252,407 * Amended                                       |
| <b>State Park Expenditures 2008:</b> | \$91,613,386   |

**GENERAL DESCRIPTION / BACKGROUND**

The Division of Parks was created as a division of ODNR in 1949 with the statutory obligation to create, supervise, operate and maintain a system of state parks and to promote their use by the public. Through land acquisition and transfer, the park system has grown from the original 30 parks to 74 state parks in 60 counties with over 174,000 acres of land and water resources. Facilities include nine resort lodges, three dining lodges, six golf courses, more than 9,000 campsites in 57 family campgrounds, 518 cottages, 36 visitor/nature centers, 80 swimming beaches and 19 swimming pools, 188 boat ramps and 7,583 boat docks, 463 picnic areas, and 1,167 miles of trails.

Ohio State Parks host about 55 million visitor occasions each year. The division's primary purpose is to provide front-line service to these customers. Field operations include maintenance and repair of grounds and facilities; operation of campgrounds, cottages and lodges along with food and merchandise concessions; services such as rental of boats, docks, bicycles and other recreational equipment; and waterways maintenance through dredging and nuisance plant removal programs. Commissioned law enforcement personnel provide protective services and assist customers. Most parks offer educational programming and special activities for visitors through seasonal naturalist programs and customer service initiatives.



Thomas Malone Covered Bridge in Beaver Creek State Park, OH

**Mission Statement:** To provide an outdoor recreational experience for Ohio State Park visitors that exceeds their expectations. The division's top priority is to provide excellent customer service with diverse recreational offerings, well maintained facilities, and value-added amenities.



A new funding source was created for the Ohio State Parks when specialty license plates became available for purchase in April 2005. Proceeds from the sales of this plate are earmarked for interpretive and educational programs offered in Ohio State Parks.



In November 1997, the Ohio State Parks system received the first ever - National Gold Medal Award for State Parks and Recreation Excellence. The award was given by the National Recreation and Parks Association (NRPA) and the National Sporting Goods Association (NSGA), which have honored local and metro parks systems with similar gold medals for many years. Judging criteria included customer service, facilities and recreational offerings, innovations, management, and relations with the community

Ron Kus, Business Manager of the State Parks, was interviewed in regards to the following items relating to benchmarking information for Ohio State Parks.

Ohio State Parks receives \$30 million from the state's general revenue fund, \$29 million comes from fees and charges, \$4 million from boating licenses and gas taxes for watercraft, and some miscellaneous revenue such as license plate specialty sales that generate \$15,000-\$16,000 per year. The Division receives \$3 million a year in grants and cost shares.

The Ohio State Friends Group is a network of sophisticated fundraisers. There is a statewide advocacy group, Friends for the Preservation of Ohio State Parks has been established. Sponsors, partners, park user groups and stakeholders have been trying to get support for dedicated funding sources.

The Division participated with the Ohio Division of Travel and Tourism in an economic impact study of overnight travelers in 2005. Specific to state park overnight visitors, direct sales were \$244.1 in 2005. Including direct and indirect effects, state and local taxes supported by these visitors were \$22 million and \$14.9 million respectively. State parks supported 7,200 direct and indirect jobs.



Hocking Hills

According to an Ohio State University study, over 42% of Ohio residents visit their state parks. Those visits contribute approximately \$1.1 billion in overall economic impact statewide. Overnight facilities were utilized by: Campgrounds 66.3%, Resort Lodges 22.3%, and Cottages 11.4%.

As far as outsourcing goes, the Division analyzes business areas and determines whether or not it is more economically feasible to self-operate or contract services. As a result, the Department contracts lodges to Aramark and Xanterra. They include the golf courses as part of the operation, as Ohio recognized that the lodges by themselves would not attract private vendors. Furthermore, in Ohio, there is a saturation of destination type lodging available, so there are significant competitive pressures for the operation. In determining the self operation of the lodges, the Department found out that they could do 22% better contracting out the operations, in

part because of union issues. In addition, because of restrictive bureaucratic purchasing procedures, private operators are able to purchase needed equipment much more flexibly and quicker.

There are six (6) golf courses, and state employees maintain the courses. Of the six courses, four of them have clubhouse operations contracted. Again, this is part of the contract with lodge operations. As part of the contract, the operators have to set up an escrow account to reinvest into the facilities. The contractor is responsible for making repairs, based on a percentage of gross receipts.

Ohio State Parks have invested \$65 million in capital improvements since 2001. This funding comes from the state capital budget in which the state sells bonds. Unfortunately, they have a \$500 million backlog of infrastructure investment. Within their strategic plan, there are several tactics in support of good investment practices, such as developing partnerships for reinvestment, developing standards for renovation, and developing regional plans to ensure diversity of facilities.

**OHIO STATE PARKS FUNDING**

The table below represents the actual expenditures for FY 08 and the budgeted amount by fund for FY 09 by funding source:

| Funding Source           | FY 08 Expended       |       | FY 09 Budgeted       |       |
|--------------------------|----------------------|-------|----------------------|-------|
| GRF Operating            | \$ 38,282,979        | 41.8% | \$ 34,108,241        | 37.2% |
| Fund 5120 Fees & Charges | \$ 29,885,203        | 32.6% | \$ 29,890,528        | 32.6% |
| GRF Debt Service         | \$ 19,406,818        | 21.2% | \$ 18,316,200        | 20.0% |
| Waterway Safety          | \$ 3,924,305         | 4.3%  | \$ 4,062,452         | 4.4%  |
| Rotaries                 | \$ 114,081           | 0.1%  | \$ 199,406           | 0.2%  |
| <b>Total</b>             | <b>\$ 91,613,386</b> |       | <b>\$ 86,576,827</b> |       |

In 2008, the Ohio State Parks reported a corrected revenue amount of \$27,525,407 for FY 08. The table below represents the revenue categories and shows a decrease from FY 07 of 7.0% after adjustments.

| Revenue Category   | CY 2008              | CY 2007              | Percent Change |
|--|----------------------|----------------------|----------------|
| Camping  | \$ 11,125,357        | \$ 11,232,748        | -1.0%          |
| Lake Hope Settlement *                                       | \$ 5,000,000         | \$ 0                 | 100.0%         |
| Self-Operated Retail   | \$ 3,700,589         | \$ 4,087,193         | -9.5%          |
| Cottage Rentals  | \$ 3,142,745         | \$ 2,941,529         | 6.8%           |
| Dock Permits   | \$ 2,713,911         | \$ 2,829,651         | -4.1%          |
| Concession Agreements  | \$ 2,313,973         | \$ 2,759,243         | -16.1%         |
| Golf Greens Fees   | \$ 1,428,744         | \$ 1,849,299         | -22.7%         |
| State Agency Transfers                                       | \$ 1,305,855         | \$ 174,996           | 646.2%         |
| Miscellaneous  | \$ 1,100,155         | \$ 1,630,564         | -32.5%         |
| Getaway Rentals  | \$ 496,648           | \$ 579,577           | -14.3%         |
| Group Lodge Rentals  | \$ 232,118           | \$ 240,923           | -3.7%          |
| Royalties & Easements  | \$ 225,102           | \$ 131,476           | 71.2%          |
| Grants   | \$ 214,203           | \$ 166,101           | 29.0%          |
| Donations  | \$ 81,762            | \$ 69,375            | 17.9%          |
| Sales Assets   | \$ 65,256            | \$ 21,701            | 200.7%         |
| Laundromats  | \$ 47,271            | \$ 49,704            | -4.9%          |
| Pools & Lockers  | \$ 29,829            | \$ 33,946            | -12.1%         |
| Duck Blinds  | \$ 16,788            | \$ 15,258            | 10.0%          |
| Fines & Penalties  | \$ 5,700             | \$ 7,938             | -28.2%         |
| Land Rentals   | \$ -                 | \$ 48,641            | -100.0%        |
| <b>Total</b>   | <b>\$ 33,246,006</b> | <b>\$ 28,869,863</b> | <b>15.2%</b>   |
| <b>* Amended Total</b>                                       | <b>\$ 27,525,407</b> | <b>\$ 29,590,461</b> | <b>-7.0%</b>   |
| * (without Lake Hope Settlement and with deposit correction) |                      |                      |                |



**ARKANSAS STATE PARKS**

Arkansas operates 52 state parks, including 5 lodges, 28 campgrounds, 8 parks with cabins, 2 group lodges, 8 restaurants, and many more amenities. The State of Arkansas has recently invested large sums of public money into their system for infrastructure improvements and marketing, and has subsequently become one of the higher profile state park systems within the last 5 years.

**OVERVIEW**

The hallmark of Arkansas's state parks system is the diversity of our scenic landscapes, natural and cultural resources, park facilities, and programs.

Arkansas's natural beauty and history can be found in the state parks and museums throughout the state. State Park campgrounds accommodate both seasoned campers and first timers. Arkansas State Parks offers "Rent-A-Camp" programs at Bull Shoals, Lake Catherine and Petit Jean for those who are new to camping. Seasoned campers will find great campsites all over the state. The variety of hiking trails in The Natural State allow visitors to choose from trails that take less than an hour to walk to those requiring all day excursions. The trails offer scenic beauty and often wildlife.

Arkansas State Parks offers over 29,000 programs for park visitors, from eagle watching to Native American History, there are programs to meet many interests. Recreation opportunities include hiking, camping, picnicking, boating, water skiing, fishing, swimming, viewing historic sites, and viewing scenery.

**Arkansas State Parks Mission:** Since its creation, Arkansas State Parks system has held true to its four basic charges:

- 1.) To provide optimum quality recreational and educational opportunities in sufficient quantities and conveniently located to meet the experience needs of state citizens and visitors;
- 2.) To safeguard the natural, historical and cultural resources by providing adequate facilities and skilled leadership in state parks;
- 3.) To enhance the economy of the state by providing recreation destinations and leisure services closely attuned to the natural, historical and cultural appeal of Arkansas, and;
- 4.) To provide responsible leadership statewide for the conservation of valuable state resources.

|  |  |
|--|--|
| <b>Name of Park System:</b>              | <b>Arkansas State Parks</b>  |
| Number of Parks in System:               | 52   |
| Total Number of Acreage:                 | 52,611   |
| Annual Visitation:                       | over 9 million (2007)  |
| State Population:                        | 2,855,390 ** U.S. Census Bureau 2008 estimate  |
| State Department:                        | Arkansas Department of Parks & Tourism   |
| Official Website:                        | <a href="http://www.arkansas.com/state-federal-parks">www.arkansas.com/state-federal-parks</a> |
| Division:                                | Division of State Parks  |
| Division Director:                       | Greg Butts   |
| Official Website:                        | <a href="http://www.arkansasstateparks.com">www.arkansasstateparks.com</a>                     |
| Address:                                 | One Capitol Mall   |
|  | Little Rock, AR 72201  |
| Phone:                                   | 888-287-2757 (888-AT-PARKS)  |
| Parks Division Expenditures (2008):      | \$35,827,129   |
| Parks Division Operating Revenue (2008): | \$12,317,662   |

## FUNDING

Interviewed Joe Jacobs, Marketing and Revenue Manager for Arkansas State Parks on June 23, 2009 (501.682.6923). (he did not have info regarding the infrastructure investment/maintenance)

State revenue sources provide funding for the Arkansas State Parks (ASP). The three (3) major components include: 1.) general funds, 2.) cash revenues from the operations of parks (i.e. lodges, camping, gift shops), and 3.) Constitutionally (state) dedicated funding. In order to ensure the continuity of a funding source, between 1996 and 1997, the state of Arkansas established a dedicated funding source as part of a state constitutional amendment for land conservation. Referred to as “Amendment 75 – Conservation Tax, created a sales tax of one-eighth of a cent that benefits four (4) state agencies, with the funds allocated by: 45% to State Parks, 45% to Arkansas Game and Fish Commission (AGFC), 9% to the Arkansas Heritage Commission and, 1% to Keep Arkansas Beautiful Commission. This 1/8-cent conservation tax is dedicated to renovations, enhancements and other work being done by Arkansas's four state agencies that are responsible for administering and safeguarding the state's natural and cultural resources. Proceeds from the amendment have allowed Arkansas to build the finest system of state parks in the country along with a system of state-of-the-art nature centers operated by the Game and Fish Commission.



As results of this legislation, long range master plans were prepared for all state parks to determine the repair and development priorities and planning objectives for the funds, and there was a moratorium placed on adding new parks to the previously deteriorating state park system. Incredibly, the beginning balance of these funds was \$100 million, with approximately \$200 million currently on the books – after 10 years. Another benefit to the general public as a result of this legislation is that there are no entrance fees to all Arkansas State Parks, only some museums charge a fee.



**MISSOURI STATE PARKS**

Missouri operates 83 state parks, and on four occasions in the recent past has been ranked the “best state park system in the nation.” The State of Missouri supports the costs of maintaining a high quality state park system through a very successful dedicated funding source.

| Name of Park System:                                   | Missouri State Parks   |
|--|--|
| Number of Parks in System:                             | 85   |
| Total Number of Acreage:                               | 204,198  |
| Annual Visitation (2008):                              | 15,676,557   |
| State Population:                                      | 5,911,605 * U.S. Census Bureau 2008 estimate                       |
| State Department:                                      | Missouri Department of Natural Resources                           |
| Official Website:                                      | <a href="mailto:www.moparks@dnr.mo.gov">www.moparks@dnr.mo.gov</a> |
| Division:  | Division of State Parks  |
| Division Director:                                     | Douglas K. Eiken   |
| Official Website:                                      | <a href="http://www.mostateparks.com">www.mostateparks.com</a>     |
| Address:   | P.O. Box 176<br>Jefferson City, MO 65102                           |
| Phone:   | 800-334-6946 / 800-379-2419  |
| Employment:  | 598.35 classified employees<br>116.36 seasonal employees           |
| Parks Division Operating Revenue (2008):               |  |
| • Total operation and capital improvement expenditures | \$39,237,783   |
| • Revenues from operations                             | \$7,573,423  |
| • Revenues from dedicated sales tax                    | \$42,034,846   |

Missouri's state park system contains 83 state parks and historic sites plus the Roger Pryor Pioneer Backcountry. 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 here for everyone's enjoyment - deep forests, glades, prairies and blue streams and lakes. To help attract visitors, the system offers 1,500 structures, 3,700 campsites, 194 cabins, almost 2,000 picnic sites, and 840 miles of trail. These trails include opportunities for hikers, backpackers, bicycle riders, off-road vehicle users and horseback riders. In addition, this system possesses the longest developed rails-to-trail project in the nation – the 225-mile Katy Trail State Park.

**SUMMARY**

Review of Missouri’s Department of Natural Resources – Division of State Parks “2008 Year-End Summary” of major accomplishments highlighted several areas recapped below:

To provide state park visitors with opportunities to provide input on facilities and services, approximately 60 annual informational meetings and open houses were held at each state park and site. More than 900 people attended these meetings. Also, to reach regular park users and attract new visitors, the division staffed exhibits at eight (8) trade shows throughout the state. Stakeholder meetings were held to develop projects and cooperation within four (4) major Conservation Opportunity Areas that contain state parks.

This year marked the sixth year of the centralized campground reservation system. More than 58,500 sites/units were reserved in 2008, which is down 2,600 from 2007. Flooding events and other weather-related events during the year affected usage at 14 different state park campgrounds, which may be reflected in usage numbers. Of the total campsites reserved, 77.3 percent were reserved by

Missourians. According to guest comment cards, there was an 86 percent satisfaction level with the reservation system, an increase of 2 percent from 2007.

The division's Web site ([www.mostateparks.com](http://www.mostateparks.com)) increased to 6,881 pages and received more than 13 million hits. The public could receive information through e-mail and mail requests and the division's toll-free number. For 2008, the division responded to more than 1,645 e-mail requests and more than 100 written requests. Likewise, the division received almost 39,250 automated toll free calls and responded to 13,563 operator-assisted calls. Several podcasts were developed and have been or will be available on the Web. They include ones for the Missouri State Museum, the Thomas Hart Benton murals in the Capitol, and the Braille Trail at Elephant Rocks State Park.



Lakes of the Ozarks State Park

Photo Credit: 2009 Missouri Division of Tourism &

Nine (9) communities received \$543,498 to assist with park and recreation needs through the federal Land and Water Conservation Fund. Seventeen (17) projects for trail-related construction and maintenance received \$1,174,393 through the federal Recreational Trails Program.

Concessions (privately owned businesses that contract to operate facilities in state parks) generated more than \$13 million in gross sales with a return of \$1.1 million to the state in 2008.

### FUNDING

The Cultural Resource Fund supported the conservation or assessment of 15 objects in Fiscal Year 2008. So far, eight (8) object assessments or treatments are under way and 28 more are scheduled to be finished by June 2009. Projects include conservation of panoramic photographs at Missouri Mines State Historic Site showing historic mines and mills in the Old Lead Belt and assessments of two oil paintings at Watkins Woolen Mill State Park and State Historic Site.



Arrow Rock State Park

The State Historic Preservation Office (SHPO) helps identify, evaluate and protect Missouri's cultural resources. Accomplishments in 2008 include the following:

**New Statewide Preservation Plan** – In 2008, Missouri engaged in a variety of efforts to revise and upgrade Missouri's statewide preservation plan. Public meetings were held throughout the state in the spring of 2008 to obtain public input on preservation priorities and on possible revisions to the existing plan. Surveys were sent to preservation partners to obtain additional input from stakeholders and input was also obtained from an on-line survey. The new plan was submitted to the National Park Service at the end of 2008.

**Missouri Tax Credits** – Missouri's 25 percent rehabilitation tax credit continued to be utilized in 2008. Since the bill was enacted in 1998, there has been a significant private investment in the state as a result of state credits. Last year, 337 projects were completed using the state credits and total private investment leveraged by the credits exceeded \$857 million. Since the program began 11 years ago, more than 1,482 buildings have been rehabilitated and the total invested in Missouri tax leveraged projects in the 11-year period exceeded \$4.1 billion.



Inventory – Work continued on efforts to scan and digitize the program’s inventory records and files. A major focus has been the development and implementation of a Geographic Information System (GIS) layer for the storage of information related to cultural resources. This effort has increased the ability of agencies and planners to have information on sites early in the planning process, which is of tremendous benefit in carrying out the agency’s Section 106 responsibilities. This has been a cooperative effort with the Missouri Department of Transportation (MoDOT) and several other agencies, such as the U.S. Forest Service and the U.S. Army Corps of Engineers.

**Certified Local Governments Program** – The Certified Local Governments (CLG) program continues to grow, with a total of 46 communities. The program continues to host training by way of the annual CLG Forum, which is held each year for local commissioners and staff.



Bennett Springs State Park

The CLG program is designed to expand the historic preservation network of the federal and state governments by creating a mechanism for participation of local governments. As partners in the national historic preservation network of the National Park Service, the state historic preservation offices, and local government, CLGs have two distinct advantages. First, the SHPO is required to provide technical training on a variety of preservation topics and issues to CLG commissions and will prioritize response to CLGs on technical assistance requests. Second, federal law requires that a minimum of 10 percent of the Historic Preservation Fund (HPF) grants administered by the SHPO must be awarded to CLGs. A special set of funding priorities are determined each year and may include preparation of nominations for local districts and landmarks; design guidelines; professional staff assistance; long-range comprehensive preservation planning projects; and outreach and education projects.

**Missouri Heritage Properties Program** – The Missouri Heritage Properties Program is a new state initiative to provide funding to assist in the preservation of historically significant publicly owned buildings. The first two rounds of grants targeted historic courthouses. The first round of grants for \$500,000 went to 11 communities. The second round of grants for \$1 million went to 18 communities. Funds for the program come from the state’s Non Resident Athletes and Entertainers Tax. Response to the program has been exceedingly positive.



Pickle Creek at Haun State Park

Missouri’s 2008-2012 Statewide Comprehensive Outdoor Recreation Plan (SCORP) provides a framework for the planning, development, management and protection of Missouri’s outdoor recreation resources. In addition, this plan will ensure Missouri remains eligible to receive federal Land and Water Conservation Funds for outdoor recreation projects from the National Park Service. The new plan includes revisions in two areas: Missouri State and Federal Agency-Owned Recreation Land and Facilities and the section on Missouri’s Trails. The remaining data is from the previous plan and is still considered relevant.

An interview was conducted with Sue Holst, Information Officer for the State Parks to discuss funding sources for the Missouri State Parks.

The primary source of funding for the state park system is half of the dedicated constitutional tax of one-tenth-of-one-percent parks, soils and water sales tax, which provides about three-fourths percent of the division's budget for operation and development of state parks. All additional funding comes from revenues generated in the state park system and some federal funds.

The parks, soils and water tax was created through a constitutional amendment and earmarked specifically for the state park system and efforts to stop soil erosion. The tax was first approved by voters in 1984, and has since been reapproved by voters twice in 1988 and 1996. Two-thirds of voters approved the tax the last two times, showing how much Missouri voters support their state park system. This renewal method helps keep the state park system transparent and accountable to the public, while simultaneously helping the parks and staff stay strategically focused to continuously deliver a valued service since the voting taxpayers. Ms. Holst believed this decade renewal mechanism was of great benefit to the public and the state parks system.

Other sources of funding come from operations revenues, primarily from camping and shelters and occasional grants. Friends groups and individual participation have been promoted heavily and encouraged to raise additional funds, as well as establishing the state park foundation.

**Missouri State Parks Foundation** was incorporated in 2001 with a board of directors made up entirely of volunteers and operating as a nonprofit, tax-exempt organization, the Missouri State Parks Foundation is not part of any state agency or department. The Foundation is independent, but works harmoniously with other Park System support organizations and the Park Department's master plan for developing and improving resources. It is estimated that donations received by the Foundation during the past 80 years account for more than 60 percent of the land, buildings and artifacts that comprise the 85 parks and historic sites in the current system.

The 85 state parks and historic sites are divided into three park regions around the state, with a regional or central office in Jefferson. Geographically dispersed into the northern, southern and eastern regions of the state to consolidate resources as much as possible and utilize manpower and equipment more efficiently. Each state park has its own individual General Management Plan (GMP), which are all considered "work in progress", with elements of nature, culture, operations, interpretation and conceptual plans included in the plans.



Meramac Springs Park

Visitation has fluctuated from under 16 million visitors last year to 17 million this year. The advertising budget for Missouri is small, and last year it was cut in half. They have been focusing on the web and electronic formats to save dollars and have limited newspaper with some radio ads. There are no television ads at this time.



**TEXAS STATE PARKS**

Texas operates 93 state parks that span over 572,000 acres. Working to manage one of the largest state park systems in the country, the State of Texas has successfully transferred 33 state parks since 2000 to other governmental agencies, reducing the size of the system by nearly 25%. Each of these transfers were considered a big success, and these parks continue to remain open to the public for recreational purposes. In addition, Texas State Parks has recently developed a zero-based budgeting system that allows them to specifically forecast labor and asset needs for budgeting purposes.

| Name of Park System:       | Texas State Parks  |
|----------------------------|--|
| Number of Parks in System: | 93   |
| Total Number of Acreage:   | 572,000  |
| Annual Visitation (2007):  | 9,239,860  |
| State Population:          | 24,915,388 (est. 2010)   |
| State Department:          | Texas Parks and Wildlife Department                            |
| Official website:          | <a href="http://www.tpwd.state.tx.us">www.tpwd.state.tx.us</a> |
| Division:                  | Texas State Parks  |
| State Parks Director:      | Walt Dabney  |
| Address:                   | 4200 Smith School Road   |
| State Parks Revenues:      | \$34,882,341 (2007)  |
| State Parks Expenses:      | \$52,515,164 (2007)  |

**FUNDING**

The Texas Legislature in 1897 allocated \$10,000 “for the establishment of a public park” at the San Jacinto Battleground. The state park system dates to 1923 when Gov. Pat Neff established the State Parks Board. There are now 114 state park sites representing important elements of the state’s natural and cultural heritage.



Texas State Parks attracts more than 10 million visits each year. State parks are important tourist attractions and economic engines, bringing nonresident visitors and their spending power to communities across Texas. Texas A&M University surveyed visitors at 80 Texas state parks and reported in 2005 that these 80 parks generate an estimated more than \$793 million in sales and create close to 12,000 jobs. More than half of the state park system operating budget comes from fees paid by park users.

Due to limited funding and rising demands and costs, the Texas Parks and Wildlife Department (TPWD) eliminated 73 positions in December 2005, on top of 19 positions that were eliminated in 2003. This resulted in curtailed park hours and services at approximately 50 parks throughout the state. Many park facilities, including bathrooms and cabins, are in poor condition and much of the State Park Division’s equipment and vehicles are worn out. Routine/preventive maintenance funds have been reduced by half in recent years.

The department has also drastically reduced its funding of regional and local grants to fund city and county park development across the state. The program is now able to fund only one in four grant applications.



In the early 1990s, the Interim Report of the Committee on Environmental Affairs stated " ... traditional sources of revenue that have allowed TPWD to provide for acquisition, development and maintenance of state and local parks for the past twenty years are failing to generate the funds required to handle the public's needs. For example, the one-cent per pack cigarette tax generated \$18.4 million in 1983, but plummeted in 1992 to a low of \$13.5 million, and continues to decline. The state's ability to maintain and develop parks for public usage is now in jeopardy. ... "

The interim committee further stated "In evaluating funding alternatives, it is necessary that the product or service being taxed generate revenues that will grow in proportion to Texas' increasing population. ... Diverting all of the existing state sales tax on sporting goods, such as camping gear, to TPWD is one revenue alternative."

In 1993, the 73rd Texas Legislature passed H.B. 706 authored by Rep. Oliveira and sponsored by Sen. Montford. This pivotal bill switched the revenue source for state and local parks from the state cigarette tax to a draw from the general sales tax attributable to sporting goods. However, legislators capped the amount of draw at \$27 for 1993 and 1994. In 1995, the cap was increased to \$32 million and distribution specified as follows:

- The first \$27 million is distributed 50 percent to the State Parks Account 64 and 50 percent to the Recreation and Parks Account 467 (Local Park Fund)
- Amounts above \$27 million are distributed 40 percent to the State Parks Account 64, 40 percent to the Recreation and Parks Account 467 and the balance to remain in the TPWD Capital Account 5004 to be used as directed by the TPW Commission, per legislative appropriation.
- If the full \$32 million is appropriated, this formula means \$15.5 million goes to the State Parks Account, \$15.5 million goes to the Recreation and Parks Account, and \$1 million to the Capital Account.

**IMPORTANT:** there is no separate state tax on sporting goods. Park funding comes from a portion of Texas general sales tax revenue that is "attributed" to sporting goods. Revenue is based on an estimating formula used by the Texas comptroller, per the state tax code cited below.



The state tax code (Chapter 151, Subchapter M., Sec. 151.801) defines "sporting goods" as "tangible personal property designed and sold for use in a sport or sporting activity, excluding apparel and footwear except that which is suitable only for use in a sport or sporting activity, and excluding board games, electronic games and similar devices, aircraft and powered vehicles, and replacement parts and accessories for any excluded



item."

The comptroller has reported a historic upward trend of sales tax revenue attributed to sporting goods, showing a steady increase from about \$58 million in 1993 to about \$93 million in 2004. The comptroller estimated revenue from the tax attributed to sporting goods at about \$112.5 million for 2008 and \$116.7 million for 2009.

For each year in FY06 and FY07, the legislature appropriated a total of \$20.5 million in tax revenue attributed to sporting goods. This included \$15.3 million per year for the State Parks Account 64 and \$5.2 million for the Recreation and Parks Account 467 (Local Park Fund).

The legislature passed HB 12 in 2007, which lifted the cap on the amount of sporting goods sales tax revenue allocated to parks. The legislature appropriated close to \$33 million per year in sporting goods tax revenue for parks in both FY08 and FY09, which included close to \$18 million for state parks and about \$15.5 million for local parks.

Texas voters approved Proposition 8 in 2001, which provided about \$100 million in bond authority for major repairs to state parks and other TPWD sites. However, as of August 2006, only \$55 million worth of the bonds have been issued. Such bonds require legislative appropriations for debt service funding to pay back the bond issue.

### SOUTH CAROLINA STATE PARKS

South Carolina operates 47 state parks, many in close proximity to one another. Leadership of Active.com has reported that South Carolina utilizes technology better than most of its peer state park systems to increase accessibility of reservations and amenities to target markets, and to achieve operational efficiencies.

**State Park Service Mission** is to encourage people to discover South Carolina's State Parks by providing resourced-based

recreational and educational opportunities that emphasize the conservation, protection and interpretation of the state's natural and cultural resources. Service goals are:

- 1.) To serve as responsible stewards of the diverse natural and cultural resources entrusted to the SC State Park Service.
- 2.) To provide quality customer service to our customers.
- 3.) To provide an aesthetically pleasing physical environment in parks through methods that complement the State Park Service's mission of stewardship and service.
- 4.) To manage the fiscal resources of the State Park Service in an efficient and responsible manner.
- 5.) To maximize the effectiveness of the State Park Service's human resources.



Chester State Park

| Name of Park System:                | South Carolina State Parks  |
|-------------------------------------|---|
| Number of Parks in System:          | 47  |
| Total Number of Acreage:            | 80,000  |
| Annual Visitation (2007):           | 6,903,649   |
| State Population:                   | 4,479,800 * U.S. Census Bureau 2008 estimate  |
| State Department:                   | SC Department of Parks, Recreation & Tourism  |
| Official Website:                   | <a href="http://www.scparks.com">www.scparks.com</a><br><a href="http://www.discoversouthcarolina.com">www.discoversouthcarolina.com</a>  |
| Division:                           | State Parks Service   |
| Chief of Park Operations:           | Mark Dudley   |
| Official Website:                   | <a href="http://www.southcarolinaparks.com">www.southcarolinaparks.com</a>  |
| Address:                            | 1205 Pendleton Street<br>Columbia, South Carolina 29201   |
| Phone:                              | (803) 734-0156  |
| Employees:                          | 493 FTEs (135 in the Central Office and 358 in the field)<br>446 temporary or seasonal employees, the majority of which are supplemental staff for State Parks or Welcome Centers |
| State Parks Service Revenue (2008): | \$21,115,561  |

### STATE PARK SERVICE FUNDING

Last year, the State Park Service generated over \$21 million in revenue, breaking last year's record-setting \$20 million. Using innovative measures to improve operating cost containment, the Park Service has achieved 77% self-sufficiency in operations. The implementation of the practices developed in the Enterprise Zone program, the continued use of the Central Reservation System and expansion of the State Park Marketing program have allowed the State Park Service to streamline its operations, making



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it one of the most efficient Park Systems in the nation. Four (4) more parks were added to the “Enterprise Zone”, an innovative program where special emphasis is placed on revenue generation, customer service and increased efficiencies in FY 07-08, bringing the total number of parks participating in this program to nine (9). Through overall efficiencies statewide, the Park Service produced over \$21 million in revenue in FY 07-08, a 3.9% increase from FY 06-07. Despite the rising costs of many fixed operational costs, expenses increased only 2.9%, leaving over \$1.7 million dollars for re-investment into state parks in FY 08-09.

Currently, the State Park Service has over \$100 million in deferred maintenance projects. While priority projects are addressed as funds become available, funding limitations impede SCPRT’s ability to properly address these maintenance needs as they occur, despite the increase in available re-investment funds.

Two comparable sets of data for measuring the financial performance of the State Park System are self-sufficiency and revenue generation. Self-sufficiency is defined as the percentage of the total park system budget derived from park-generated revenue. This year the park system raised its level of self-sufficiency to 77.85%, as illustrated in the table below. Despite extended drought conditions affecting lake water levels at several of the State Parks, camping revenue increased by over \$500,000 (+7.75%) from FY 06-07 to FY 07-08.

|       | FY Revenue    | Expenses      | Self-sufficiency |
|-------|---------------|---------------|------------------|
| 99-00 | \$ 16,055,434 | \$ 25,799,976 | 62.23%           |
| 00-01 | \$ 15,878,864 | \$ 28,157,056 | 56.39%           |
| 01-02 | \$ 16,363,275 | \$ 24,652,701 | 66.38%           |
| 02-03 | \$ 14,995,105 | \$ 24,117,119 | 62.18%           |
| 03-04 | \$ 16,763,173 | \$ 23,334,689 | 71.84%           |
| 04-05 | \$ 16,892,468 | \$ 23,824,344 | 70.90%           |
| 05-06 | \$ 18,303,666 | \$ 24,913,658 | 73.47%           |
| 06-07 | \$ 20,318,200 | \$ 26,355,388 | 77.09%           |
| 07-08 | \$ 21,115,561 | \$ 27,122,546 | 77.85%           |

The following tables summarize the total revenues by category and state taxes paid for FY 2006 through FY 2008.

|                           | FY 06-07               | FY 07-08               | Difference          | Percent Change |
|---------------------------|------------------------|------------------------|---------------------|----------------|
| Admissions                | \$3,530,679.28         | \$3,503,341.82         | (\$27,337.46)       | -0.77%         |
| Rentals - Cabins & Lodges | \$4,032,378.69         | \$4,044,850.82         | \$12,472.13         | 0.31%          |
| Rental - Camping          | \$7,256,304.10         | \$7,818,989.67         | \$562,685.57        | 7.75%          |
| State Park User Fees      | \$1,849,811.76         | \$1,912,367.25         | \$62,555.49         | 3.38%          |
| Leases & Commissions      | \$267,344.65           | \$260,352.19           | (\$6,992.46)        | -2.62%         |
| Sales                     | \$3,324,748.40         | \$3,460,546.78         | \$135,798.38        | 4.08%          |
| Miscellaneous             | \$56,933.29            | \$115,113.19           | \$58,179.90         | 102.19%        |
| <b>Total Revenues</b>     | <b>\$20,318,200.17</b> | <b>\$21,115,561.72</b> | <b>\$797,361.55</b> | <b>3.92%</b>   |

| Taxes Paid by State Park Visitors | FY 06-07              | FY 07-08              | Difference         | % Change  |
|-----------------------------------|-----------------------|-----------------------|--------------------|-----------|
| Paid to Dept of Revenue           |                       |                       |                    |           |
| Admissions Tax                    | 183,894.00            | 169,416.47            | (14,477.53)        | (0.08)    |
| Sales Tax                         | 733,513.00            | 777,840.00            | 44,327.00          | 0.06      |
| State Accommodations Tax          |                       |                       |                    |           |
| Local Option Tax                  | 217,659.00            | 228,989.00            | 11,330.00          | 0.05      |
| Paid to County                    | 100,641.00            | 136,536.00            | 35,895.00          | 0.36      |
| Local Accommodations Tax          | 221,302.00            | 229,040.97            | 7,738.97           | 0.03      |
| Local Admissions Tax (MB & HHI)   | 28,807.00             | 28,021.52             | (785.48)           | (0.03)    |
| Local Hospitality Tax (MB)        | 392.00                | 376.59                | (15.41)            | (0.04)    |
| <b>Total</b>                      | <b>\$1,486,208.00</b> | <b>\$1,570,220.55</b> | <b>\$84,012.55</b> | <b>5%</b> |

\* Note: SCPRT no longer charges an admission fee at 14 State Parks

## APPENDIX E: KENTUCKY STATE PARK ECONOMIC IMPACT ANALYSIS

Kentucky State Parks benefit both the local and state economies. These parks provide employment and recreational opportunities that positively impact the economies of counties that have few other economic drivers. The attached chart represents the economic impact of each park both on the county and the state economies in 2008. More than \$840 million was contributed in 2008 to the state's economy directly due to the state park system.

| <u>Park</u>                              | <u>Statewide Impact</u> | <u>Local County Impact</u> |
|--|-------------------------|----------------------------|
| Barren River Lake State Resort Park      | 47,928,668              | 38,161,996                 |
| Ben Hawes State Park                     | 4,264,247               | 3,093,375                  |
| Big Bone Lick State Park                 | 6,286,352               | 5,347,102                  |
| Blue Licks Battlefield State Resort Park | 12,017,103              | 10,240,801                 |
| Boone Station State Park                 | 492,370                 | 268,360                    |
| Buckhorn Lake State Resort Park          | 9,872,474               | 7,529,000                  |
| Carr Creek State Park                    | 4,697,611               | 3,426,191                  |
| Carter Caves State Resort Park           | 19,444,806              | 15,780,043                 |
| Columbus Belmont State Park              | 7,577,106               | 6,288,390                  |
| Constitution Square State Historic Site  | 2,314,231               | 1,306,260                  |
| Cumberland Falls State Resort Park       | 57,194,560              | 41,950,053                 |
| Dale Hollow State Resort Park            | 36,522,994              | 27,025,037                 |
| Dr. Thomas Walker State Historic Site    | 749,706                 | 570,211                    |
| E. P. "Tom" Sawyer State Park            | 24,811,138              | 16,172,926                 |
| Fort Boonesborough State Park            | 30,276,177              | 16,835,577                 |
| General Burnside State Park              | 23,310,661              | 17,106,071                 |
| General Butler State Resort Park         | 37,665,314              | 31,762,668                 |
| Grayson Lake State Park                  | 2,696,647               | 2,358,457                  |
| Green River Lake State Park              | 13,426,163              | 9,830,788                  |
| Greenbo Lake State Resort Park           | 29,848,995              | 23,977,580                 |
| Jefferson Davis State Historic Site      | 1,598,775               | 1,282,945                  |
| Jenny Wiley State Resort Park            | 25,595,414              | 20,737,227                 |
| John James Audubon State Park            | 23,561,868              | 16,056,775                 |
| Kenlake State Resort Park                | 24,559,724              | 20,496,815                 |
| Kentucky Dam Village State Resort Park   | 55,946,199              | 46,507,211                 |
| Kincaid Lake State Park                  | 13,309,453              | 11,243,104                 |
| Kingdom Come State Park                  | 3,527,644               | 2,630,171                  |
| Lake Barkley State Resort Park           | 56,575,867              | 47,063,682                 |
| Lake Cumberland State Resort Park        | 55,768,829              | 41,095,251                 |
| Lake Malone State Park                   | 2,019,102               | 1,640,106                  |
| Levi Jackson State Park                  | 32,798,693              | 23,823,893                 |
| Lincoln Homestead State Park             | 1,460,192               | 1,114,664                  |



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|  |                    |                    |
|--|--------------------|--------------------|
| Mineral Mound State Park                     | 1,818,717          | 1,593,177          |
| My Old Kentucky Home State Park              | 5,161,871          | 3,894,897          |
| Natural Bridge State Resort Park             | 56,742,104         | 41,532,751         |
| Nolin Lake State Park                        | 5,431,048          | 3,540,665          |
| Old Fort Harrod State Park                   | 2,331,541          | 1,435,566          |
| Old Mulkey Meeting House State Historic Site | 1,100,100          | 872,703            |
| Paintsville Lake State Park                  | 1,940,784          | 1,585,338          |
| Pennyrile Forest State Resort Park           | 13,004,383         | 10,937,642         |
| Perryville Battlefield State Historic Site   | 9,198,534          | 5,110,650          |
| Pine Mountain State Resort Park              | 19,279,865         | 14,571,976         |
| Rough River State Resort Park                | 14,874,177         | 10,320,120         |
| Taylorsville Lake State Park                 | 20,395,695         | 13,346,881         |
| Waveland State Historic Site                 | 417,555            | 294,359            |
| White Hall State Historic Site               | 588,932            | 409,737            |
| Wickliffe Mounds State Park                  | 632,182            | 535,528            |
| William Whitley State Historic Site          | 489,014            | 321,019            |
| Yatesville Lake State Park                   | <u>18,783,852</u>  | <u>15,123,373</u>  |
| <b>Total</b>                                 | <b>840,309,437</b> | <b>638,149,112</b> |

## APPENDIX F: DETAILED MAINTENANCE STANDARDS RECOMMENDATIONS

Kentucky State Parks should consider developing the quantitative standards of the Zero-Based Budgeting (ZBB) process that precisely identifies the number of labor hours necessary to complete a maintenance task or function to the level described in the qualitative standards for the same task. Quantitative standards are determined by multiplying the number of units to be maintained by the number of man-hours needed to complete the task one time by the frequency with which the unit needs to be maintained. The general national industry descriptions are presented below. The recommended standards and levels of effort are adjusted for the client's region.

### LEVEL 1 – DEVELOPED AREAS, HEAVY PUBLIC TRAFFIC, HIGH VISITOR DENSITY

#### MOWING AND DETAILING

- Mow to the maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas
- Install sod as needed and mow
- Weeds should cover no more than 15% of the grass surface
- Inspect thatch layer regularly and remove as needed
- Remove grass clippings only if coverage is unsightly or impacts health of the lawn
- Test soil as needed and apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards

#### LANDSCAPE MAINTENANCE

- Prune shrubs as necessary
- Shear formal shrubs during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures
- Place 4" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees that pose an immediate hazard upon discovery
- Remove or treat invasive plants
- Replant trees and shrubs as necessary

#### IRRIGATION SYSTEM MAINTENANCE

- Inspect irrigation drip systems a minimum of once per month
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 10 days during the wet season
- Inspect and adjust and/or repair drip emitters as necessary weekly during the dry season
- Modify systems as necessary to increase irrigation coverage or efficiency

#### ROAD, TRAIL AND PARKING LOT MAINTENANCE

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from roads, walks, lots and hard surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Repair concrete walks, scenic view area, curbs and other surfaces as needed
- Repair asphalt trails, or soft surface trails, parking lots, roadways and other surfaces as needed



### GENERAL MAINTENANCE AND SUPPORT SERVICES

- Inspect fences, gates and other landscape structures at least once annually. Complete safety-related repairs immediately.
- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects
- Prune shrubs and trees as necessary
- Weed by hand or mechanically as necessary
- Provide pest control as needed and as per IPM thresholds
- Plant and renovate areas as necessary

### LEVEL 2 – SEMI-DEVELOPED AREAS, MODERATE PUBLIC TRAFFIC AND VISITOR DENSITY

#### MOWING AND DETAILING

- Mow to maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas during the growing season
- Install sod or seed to maintain uniform turf coverage of 80%
- Weeds should cover no more than 25% of the grass surface
- Apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according IPM threshold standards

#### LANDSCAPE MAINTENANCE

- Prune shrubs as necessary
- Shear formal shrub hedges monthly during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Apply fertilizer to plant species only if plant health dictates
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds
- Place 4” of organic mulch around shrub beds to minimize weed growth
- Remove or barricade hazardous limbs and plants immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey
- Remove or barricade hazardous trees immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey.
- Remove or treat invasive plants
- Replant as trees and shrubs as necessary

### LEVEL 3 – UNDEVELOPED/NATURAL AREAS, MODERATE PUBLIC TRAFFIC, LOW VISITOR DENSITY

#### MOWING AND DETAILING

- Areas should be left in a natural state. Unless legal requirements dictate, areas are not mowed, trimmed, fertilized, or irrigated
- Weed control limited to legal requirements for eradication of noxious plants
- Respond only for safety-related concerns or where addressed by agency policies

#### LANDSCAPE MAINTENANCE

- Respond only for safety-related concerns or where addressed by agency policies

## **ROAD, TRAIL AND PARKING LOT MAINTENANCE**

- Respond only for safety-related concerns

## **WORK PRIORITIES FOR LEVELS OF SERVICE**

The following are recommended work priorities by level:

### **LEVEL 1 & 2 WORK PRIORITIES**

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Special request from the Director or designee determined to require immediate attention
- Priority 4: Emergency or routine work intended to improve services for visitors, or the general public.
- Priority 5: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 6: Emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility.

### **LEVEL 3 WORK PRIORITIES**

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 4: Emergency or routine work intended to approve the aesthetics or attractiveness of an area or facility.



APPENDIX G: PARK ASSET MANAGEMENT NEEDS

**BARREN RIVER LAKE STATE RESORT PARK**

| Barren River Lake State Resort Park  | 2004         | 2005         | 2006         | 2007         | 2008         |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Expenses                             | \$ 3,578,492 | \$ 3,612,540 | \$ 3,743,809 | \$ 3,717,786 | \$ 3,636,955 |
| Revenues                             | \$ 3,146,926 | \$ 3,119,652 | \$ 3,248,487 | \$ 3,208,484 | \$ 3,296,592 |
| Total                                | \$ (431,566) | \$ (492,888) | \$ (495,322) | \$ (509,302) | \$ (340,363) |
| Percent Cost Recovery                | 88%          | 86%          | 87%          | 86%          | 91%          |
| Change in Expense from Previous Year | -            | \$ 34,048    | \$ 131,269   | \$ (26,023)  | \$ (80,831)  |
| Change in Revenue from Previous Year | -            | \$ (27,274)  | \$ 128,835   | \$ (40,003)  | \$ 88,108    |

**PARK VISITATION**

| Park Unit                           | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|-------------------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Barren River Lake State Resort Park | Camping         | 19,418 | 17,769 | 17,705 | 14,874 | 12,713 | -34.53%                  |
| Barren River Lake State Resort Park | Cottages        | 7,769  | 7,378  | 7,610  | 7,766  | 7,690  | -1.02%                   |
| Barren River Lake State Resort Park | Lodge           | 16,141 | 15,281 | 16,355 | 16,568 | 17,397 | 7.78%                    |
| Barren River Lake State Resort Park | TOTAL           | 43,328 | 40,429 | 41,670 | 39,208 | 37,800 | -12.76%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition:

- Cottages (22)
- Lodge (1)
- Lodge Rooms (51)
- Marina (1)
- Playgrounds (3)
- Restaurant (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition:

- Campground (1)
- Water/Electric Campsites (99)
- Picnic Shelters (8)
- 31E Picnic Area (1)
- Golf Course (1)
- Trails (3)
- Game Courts (1)

**BEN HAWES STATE PARK**

| Ben Hawes State Park                 | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 686,497          | \$ 783,730          | \$ 769,939          | \$ 747,885          | \$ 740,726          |
| Revenues                             | \$ 438,031          | \$ 422,069          | \$ 403,198          | \$ 406,087          | \$ 414,732          |
| <b>Total</b>                         | <b>\$ (248,466)</b> | <b>\$ (361,661)</b> | <b>\$ (366,741)</b> | <b>\$ (341,798)</b> | <b>\$ (325,994)</b> |
| <b>Percent Cost Recovery</b>         | <b>64%</b>          | <b>54%</b>          | <b>52%</b>          | <b>54%</b>          | <b>56%</b>          |
| Change in Expense from Previous Year | -                   | \$ 97,233           | \$ (13,791)         | \$ (22,054)         | \$ (7,159)          |
| Change in Revenue from Previous Year | -                   | \$ (15,962)         | \$ (18,871)         | \$ 2,889            | \$ 8,645            |

**PARK VISITATION**

| Park Unit            | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|----------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Ben Hawes State Park | Golf            | 12,596 | 12,060 | 18,353 | 17,414 | 18,352 | 45.70%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Golf course (1 18 hole, 1 9 hole)
- Playground (1)
- Picnic pavilion (1)
- Maintenance shop (1)
- Golf shop (1)
- Meeting room building (1)
- Cart barn (1)
- Maintenance equipment barn (1)
- Pump house (1)
- Supt. House (1)
- Tool shed building (1)
- Archery range (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Supt. Garage (1)
- Park manager house (1)
- Driving range office building (1)
- Driving range storage building (1)
- House new property (1)
- Boiler room (1)
- Scale house building (1)
- Steam engine room building (1)
- Barn (1)
- Ball field (1)
- Basketball goals (2)



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**BIG BONE LICK STATE PARK**

| Big Bone Lick State Park             | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 637,108          | \$ 697,080          | \$ 665,749          | \$ 763,003          | \$ 662,393          |
| Revenues                             | \$ 292,378          | \$ 307,030          | \$ 304,509          | \$ 336,527          | \$ 328,451          |
| <b>Total</b>                         | <b>\$ (344,730)</b> | <b>\$ (390,050)</b> | <b>\$ (361,240)</b> | <b>\$ (426,476)</b> | <b>\$ (333,942)</b> |
| <b>Percent Cost Recovery</b>         | <b>46%</b>          | <b>44%</b>          | <b>46%</b>          | <b>44%</b>          | <b>50%</b>          |
| Change in Expense from Previous Year | -                   | \$ 59,972           | \$ (31,331)         | \$ 97,254           | \$ (100,610)        |
| Change in Revenue from Previous Year | -                   | \$ 14,652           | \$ (2,521)          | \$ 32,018           | \$ (8,076)          |

**PARK VISITATION**

| Park Unit                | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|--------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Big Bone Lick State Park | Camping         | 21,932 | 25,886 | 23,866 | 24,136 | 22,291 | 1.64%                    |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Ball fields (2)
- Group pavilion 1 with restroom (2)
- Recreation building (1)
- Nice fishing lake – no pier (1)
- Playgrounds (3)
- Visitor center (1)
- Tennis courts (2)
- Bison fenced area (1)
- Interpreter Center also called Visitors center (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Campsites (same sites used for RV/primitive camping) (62)
- Swimming pool (1)
- Parking lots (4)
- Restroom for public (2)
- Outdoor diorama (1)
- Bathhouse in campground/shower and laundry facility (1)
- Plant diorama (1)
- Mini golf course (1)
- Historic church (1)
- Roads on park
- Trails (5)
- Grocery store (1)
- Historic root cellar (1)
- Nature Center (1)
- Ball courts swinging bridge (1) (2)
- Maintenance area (1)

**BLUE LICKS BATTLEFIELD STATE RESORT PARK**

| Blue Licks Battlefield State Resort Park    | 2004         | 2005         | 2006         | 2007         | 2008         |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>Expenses</b>                             | \$ 1,936,558 | \$ 2,068,448 | \$ 2,240,789 | \$ 2,398,879 | \$ 2,423,376 |
| <b>Revenues</b>                             | \$ 1,419,197 | \$ 1,467,364 | \$ 1,557,104 | \$ 1,762,154 | \$ 1,796,407 |
| <b>Total</b>                                | \$ (517,361) | \$ (601,084) | \$ (683,685) | \$ (636,725) | \$ (626,969) |
| <b>Percent Cost Recovery</b>                | <b>73%</b>   | <b>71%</b>   | <b>69%</b>   | <b>73%</b>   | <b>74%</b>   |
| <b>Change in Expense from Previous Year</b> | -            | \$ 131,890   | \$ 172,341   | \$ 158,090   | \$ 24,497    |
| <b>Change in Revenue from Previous Year</b> | -            | \$ 48,167    | \$ 89,740    | \$ 205,050   | \$ 34,253    |

**PARK VISITATION**

| Park Unit                                | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Blue Licks Battlefield State Resort Park | Camping         | 15,233        | 16,087        | 11,365        | 13,984        | 14,171        | -6.97%                   |
| Blue Licks Battlefield State Resort Park | Cottages        | 732           | 682           | 614           | 522           | 744           | 1.65%                    |
| Blue Licks Battlefield State Resort Park | Lodge           | 9,010         | 9,300         | 9,448         | 10,280        | 9,802         | 8.79%                    |
| Blue Licks Battlefield State Resort Park | <b>TOTAL</b>    | <b>24,975</b> | <b>26,069</b> | <b>21,427</b> | <b>24,786</b> | <b>24,717</b> | <b>-1.03%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Campground sites – Improves (51)
- Campground sites – tent camping/primitive (6)
- Campground vending and laundry (1), shack registration (1), and shelter (1)
- Lodge rooms and lodge suites (30 rooms and 2 suites)
- Park restrooms (2 (1 for men & 1 for women free standing across from museum), 1 unisex pool exterior, & 2 (1 for men & 1 for women by mini golf))
- Cottages (2)
- Kitchen (1)
- Housekeeping laundry (1)
- Maintenance (1)
- Gift shop (1)
- Museum and store (1)
- Park shelters (3)
- Swimming pool admission and concession (1)
- Swimming pool restrooms (1 men, 1 women)
- Mini golf playground (1)
- Boat ramp (1)
- TV room in lodge (1)
- Trails (5)
- Campground playground (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Ranger station (1)
- Campground restrooms (1 men, 1 women)
- Restaurant (1)
- Meeting rooms (3)
- Outdoor swimming pool (1 Jr. Olympic size pool & diving board with a wading pool for small kids)
- Mini golf (18 holes)
- Tanner station (1)



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**BUCKHORN LAKE STATE RESORT PARK**

| Buckhorn Lake State Resort Park             | 2004                | 2005                | 2006                | 2007                | 2008                  |
|---|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Expenses</b>                             | \$ 1,655,540        | \$ 1,759,216        | \$ 1,853,184        | \$ 1,938,064        | \$ 1,926,940          |
| <b>Revenues</b>                             | \$ 793,757          | \$ 931,426          | \$ 916,502          | \$ 943,965          | \$ 910,664            |
| <b>Total</b>                                | <b>\$ (861,783)</b> | <b>\$ (827,790)</b> | <b>\$ (936,682)</b> | <b>\$ (994,099)</b> | <b>\$ (1,016,276)</b> |
| <b>Percent Cost Recovery</b>                | <b>48%</b>          | <b>53%</b>          | <b>49%</b>          | <b>49%</b>          | <b>47%</b>            |
| <b>Change in Expense from Previous Year</b> | -                   | \$ 103,676          | \$ 93,968           | \$ 84,880           | \$ (11,124)           |
| <b>Change in Revenue from Previous Year</b> | -                   | \$ 137,669          | \$ (14,924)         | \$ 27,463           | \$ (33,301)           |

**PARK VISITATION**

| Park Unit                       | Visitation Type | 2004         | 2005         | 2006         | 2007          | 2008         | Percent Change from 2004 |
|---------------------------------|-----------------|--------------|--------------|--------------|---------------|--------------|--------------------------|
| Buckhorn Lake State Resort Park | Cottages        | 898          | 770          | 697          | 820           | 884          | -1.54%                   |
| Buckhorn Lake State Resort Park | Lodge           | 8,802        | 8,813        | 8,086        | 11,273        | 7,835        | -10.99%                  |
| Buckhorn Lake State Resort Park | <b>TOTAL</b>    | <b>9,700</b> | <b>9,582</b> | <b>8,783</b> | <b>12,093</b> | <b>8,719</b> | <b>-10.11%</b>           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good to excellent condition:

- Gift Shop (1)
- Roads (3)
- Conference Center (1)
- Boat Ramp (1)
- Marina (1)
- Trails (2)
- Mini Golf 18 Hole (1)
- Restaurant (1)
- Cottage/Cabins (3)
- Lodge (1, 36 rooms)

**GENERAL THREATS**

Park visitation: Park visitation “has remained flat over the past few years.”

Physical Condition of the following facilities are in fair or poor condition:

- Covered Shelter (2)
- Playground (1)
- Lodge roof

**CARR CREEK STATE PARK**

| Carr Creek State Park                | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 213,601          | \$ 212,594          | \$ 227,878          | \$ 194,520          | \$ 199,397          |
| Revenues                             | \$ 41,106           | \$ 40,157           | \$ 49,677           | \$ 53,389           | \$ 67,978           |
| <b>Total</b>                         | <b>\$ (172,495)</b> | <b>\$ (172,437)</b> | <b>\$ (178,201)</b> | <b>\$ (141,131)</b> | <b>\$ (131,419)</b> |
| <b>Percent Cost Recovery</b>         | <b>19%</b>          | <b>19%</b>          | <b>22%</b>          | <b>27%</b>          | <b>34%</b>          |
| Change in Expense from Previous Year | -                   | \$ (1,007)          | \$ 15,284           | \$ (33,358)         | \$ 4,877            |
| Change in Revenue from Previous Year | -                   | \$ (949)            | \$ 9,520            | \$ 3,712            | \$ 14,588           |

**PARK VISITATION**

| Park Unit             | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|-----------------------|-----------------|-------|-------|-------|-------|-------|--------------------------|
| Carr Creek State Park | Camping         | 6,465 | 6,398 | 7,383 | 7,859 | 8,737 | 35.14%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good to excellent condition:

- Beach bathrooms (1)
- Check in Station (1)
- Manager’s Office (1)
- Maintenance Building (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair to poor condition:

- Campground bathrooms (1)
- Campsites water and electric (39)
- Campsites (39)
- Amphitheater (1)
- Playground (1)



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**CARTER CAVES STATE RESORT PARK**

| Carter Caves State Resort Park              | 2004         | 2005         | 2006         | 2007         | 2008         |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>Expenses</b>                             | \$ 2,624,547 | \$ 2,598,024 | \$ 2,767,403 | \$ 2,890,984 | \$ 2,857,613 |
| <b>Revenues</b>                             | \$ 1,901,623 | \$ 2,012,582 | \$ 2,205,449 | \$ 2,343,599 | \$ 2,280,043 |
| <b>Total</b>                                | \$ (722,924) | \$ (585,442) | \$ (561,954) | \$ (547,385) | \$ (577,570) |
| <b>Percent Cost Recovery</b>                | <b>72%</b>   | <b>77%</b>   | <b>80%</b>   | <b>81%</b>   | <b>80%</b>   |
| <b>Change in Expense from Previous Year</b> | -            | \$ (26,523)  | \$ 169,379   | \$ 123,581   | \$ (33,371)  |
| <b>Change in Revenue from Previous Year</b> | -            | \$ 110,959   | \$ 192,867   | \$ 138,150   | \$ (63,556)  |

**PARK VISITATION**

| Park Unit                      | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|--------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Carter Caves State Resort Park | Camping         | 30,599        | 30,341        | 32,920        | 34,746        | 35,066        | 14.60%                   |
| Carter Caves State Resort Park | Cottages        | 3,875         | 4,413         | 4,053         | 4,306         | 4,173         | 7.68%                    |
| Carter Caves State Resort Park | Lodge           | 8,728         | 8,941         | 9,562         | 9,451         | 8,750         | 0.26%                    |
| Carter Caves State Resort Park | <b>TOTAL</b>    | <b>43,202</b> | <b>43,695</b> | <b>46,535</b> | <b>48,503</b> | <b>47,989</b> | <b>11.08%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Golf course (1)
- Golf maintenance (1)
- Cottages (11)
- Welcome center gift shop (1)
- Laundry/warehouse/ranger station (1)
- Maintenance (1)
- Picnic shelters (4)
- Campground (89 RV sites, 30 tent sites, 2 bunkhouses)
- Shower houses (2)
- Horse stables (1)
- Mini-golf (1)
- Public pool (1)
- Meeting facility (1)
- Kitchen (1)
- Trails (26 miles)
- Playgrounds (5)
- Caves (6)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Caveland Lodge (1)
- Sewer plant (1) and public restrooms (2)
- Restaurant (1)
- Roads
- Dock area (1)
- Basketball courts (1)
- Tennis courts (1)
- Smoky Lake
- Amphitheater (1)

**COLUMBUS-BELMONT STATE PARK**

| Columbus Belmont State Park          | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 342,095          | \$ 367,439          | \$ 400,845          | \$ 402,052          | \$ 403,277          |
| Revenues                             | \$ 130,921          | \$ 136,332          | \$ 146,436          | \$ 168,660          | \$ 184,848          |
| <b>Total</b>                         | <b>\$ (211,174)</b> | <b>\$ (231,107)</b> | <b>\$ (254,409)</b> | <b>\$ (233,392)</b> | <b>\$ (218,429)</b> |
| <b>Percent Cost Recovery</b>         | <b>38%</b>          | <b>37%</b>          | <b>37%</b>          | <b>42%</b>          | <b>46%</b>          |
| Change in Expense from Previous Year | -                   | \$ 25,344           | \$ 33,406           | \$ 1,207            | \$ 1,225            |
| Change in Revenue from Previous Year | -                   | \$ 5,411            | \$ 10,104           | \$ 22,224           | \$ 16,188           |

**PARK VISITATION**

| Park Unit                   | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|-----------------------------|-----------------|-------|-------|-------|-------|-------|--------------------------|
| Columbus Belmont State Park | Camping         | 6,911 | 6,846 | 5,812 | 7,276 | 6,054 | -12.39%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Campsites (38)
- Activities Building (1)
- Maintenance shop (2) – 1 good, 1 poor
- Museum (1)
- Snack Bar (1)
- Gift Shop (1)
- Boat Ramp (1)
- Roads (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Campground bathhouse (1)
- Maintenance Shop (2) – 1 good, 1 poor
- Public restrooms (1)
- Playgrounds (3)
- Parking (2)
- Sewer plant (1)



**CONSTITUTION SQUARE STATE HISTORIC SITE**

| Constitution Square State Historic Site | 2004                | 2005                | 2006                | 2007                | 2008                |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                                | \$ 210,090          | \$ 234,729          | \$ 249,720          | \$ 259,433          | \$ 246,697          |
| Revenues                                | \$ 78,143           | \$ 77,747           | \$ 92,629           | \$ 90,195           | \$ 88,177           |
| <b>Total</b>                            | <b>\$ (131,947)</b> | <b>\$ (156,982)</b> | <b>\$ (157,091)</b> | <b>\$ (169,238)</b> | <b>\$ (158,520)</b> |
| <b>Percent Cost Recovery</b>            | <b>37%</b>          | <b>33%</b>          | <b>37%</b>          | <b>35%</b>          | <b>36%</b>          |
| Change in Expense from Previous Year    | -                   | \$ 24,639           | \$ 14,991           | \$ 9,713            | \$ (12,736)         |
| Change in Revenue from Previous Year    | -                   | \$ (396)            | \$ 14,882           | \$ (2,434)          | \$ (2,018)          |

**PARK VISITATION**

| Park Unit                               | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|---|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Constitution Square State Historic Site | Museum          | 33,270 | 37,378 | 56,503 | 15,982 | 19,583 | -41.14%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition:

- Gift shop (1)
- Log Courthouse (1)
- Log Jail (1)
- Log Meetinghouse (1)
- Log Post Office (1)
- Clapboard Fisher’s row house (1)
- Grayson’s Tavern (1)
- Governor’s circle (1)
- Monument (1)
- Restrooms/Maintenance office (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Watts Bell House (1)
- Brick School House/Manager’s residence (1)

**CUMBERLAND FALLS STATE RESORT PARK**

| Cumberland Falls State Resort Park   | 2004             | 2005                | 2006               | 2007             | 2008             |
|--------------------------------------|------------------|---------------------|--------------------|------------------|------------------|
| Expenses                             | \$ 3,471,820     | \$ 3,511,368        | \$ 3,634,270       | \$ 3,802,408     | \$ 3,801,798     |
| Revenues                             | \$ 3,532,694     | \$ 3,378,700        | \$ 3,618,489       | \$ 3,846,841     | \$ 3,894,603     |
| <b>Total</b>                         | <b>\$ 60,874</b> | <b>\$ (132,668)</b> | <b>\$ (15,781)</b> | <b>\$ 44,433</b> | <b>\$ 92,805</b> |
| <b>Percent Cost Recovery</b>         | <b>102%</b>      | <b>96%</b>          | <b>100%</b>        | <b>101%</b>      | <b>102%</b>      |
| Change in Expense from Previous Year | -                | \$ 39,548           | \$ 122,902         | \$ 168,138       | \$ (610)         |
| Change in Revenue from Previous Year | -                | \$ (153,995)        | \$ 239,789         | \$ 228,352       | \$ 47,762        |

**PARK VISITATION**

| Park Unit                          | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|------------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Cumberland Falls State Resort Park | Camping         | 12,897        | 12,400        | 13,493        | 12,955        | 13,090        | 1.50%                    |
| Cumberland Falls State Resort Park | Cottages        | 9,652         | 9,060         | 9,181         | 8,719         | 8,233         | -14.70%                  |
| Cumberland Falls State Resort Park | Lodge           | 22,867        | 21,459        | 22,698        | 23,478        | 23,132        | 1.16%                    |
| Cumberland Falls State Resort Park | <b>TOTAL</b>    | <b>45,416</b> | <b>42,919</b> | <b>45,371</b> | <b>45,152</b> | <b>44,455</b> | <b>-2.11%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Lodge (1)
- Lodge rooms (51)
- Woodlands (20)
- Cabins group (1 Exec )
- Cabins group (2 rustic)
- Picnic shelter (1)
- Danve pavilion (1)
- Mgr house (1)
- Visitor’s Center (1)
- Snack bar (1)
- Playground (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Restaurant (1)
- Administration building (1)
- Maintenance building (1)
- Barn (1)
- Grocery (1)
- Chef’s house (1)
- Residence house (1)
- Gift shop (1)
- Falls area restrooms (1)
- Playground (2)
- Roads



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**DALE HOLLOW LAKE STATE RESORT PARK**

| Dale Hollow Lake State Resort Park   | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 3,050,290        | \$ 3,256,586        | \$ 3,343,984        | \$ 3,509,836        | \$ 3,358,212        |
| Revenues                             | \$ 2,633,407        | \$ 2,758,885        | \$ 2,892,236        | \$ 3,074,016        | \$ 2,777,181        |
| <b>Total</b>                         | <b>\$ (416,883)</b> | <b>\$ (497,701)</b> | <b>\$ (451,748)</b> | <b>\$ (435,820)</b> | <b>\$ (581,031)</b> |
| <b>Percent Cost Recovery</b>         | <b>86%</b>          | <b>85%</b>          | <b>86%</b>          | <b>88%</b>          | <b>83%</b>          |
| Change in Expense from Previous Year | -                   | \$ 206,296          | \$ 87,398           | \$ 165,852          | \$ (151,624)        |
| Change in Revenue from Previous Year | -                   | \$ 125,478          | \$ 133,351          | \$ 181,781          | \$ (296,835)        |

**PARK VISITATION**

| Park Unit                          | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|------------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Dale Hollow Lake State Resort Park | Camping         | 19,841        | 18,982        | 17,401        | 21,542        | 21,386        | 7.78%                    |
| Dale Hollow Lake State Resort Park | Lodge           | 20,059        | 18,670        | 19,499        | 20,795        | 18,848        | -6.04%                   |
| Dale Hollow Lake State Resort Park | <b>TOTAL</b>    | <b>39,901</b> | <b>37,652</b> | <b>36,900</b> | <b>42,337</b> | <b>40,234</b> | <b>0.84%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Campground (145 RV sites electricity/water)
- Camp cabins (5, 1 ADA)
- Country store (1)
- Putt-putt golf (18 holes, 9 ADA)
- Picnic pavilion (1 Electric and restrooms)
- Pro shop (1)
- Pro shop picnic shelter (1)
- Golf course (1)
- Multi use trails (15 miles)
- Lodge (60 rooms)
- Restaurant (250 capacity)
- Playground (4)
- Marina (200 slips)
- Boat ramps (2 paved launching ramps)
- Swim pools (1 lodge outdoor pool, 1 camping outdoor pool)
- Roads (8 miles/blacktop)
- Driving range (1)

**GENERAL THREATS**

Top maintenance priorities:

- Renovate the sewer plant
- Redesign the nature trail
- Provide updated signage
- The lodge needs new roof and paint

**DR. THOMAS WALKER STATE HISTORIC SITE**

| Dr Thomas Walker State Historic Site | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 132,790          | \$ 142,765          | \$ 155,907          | \$ 151,306          | \$ 147,674          |
| Revenues                             | \$ 17,771           | \$ 19,468           | \$ 17,795           | \$ 20,127           | \$ 18,030           |
| <b>Total</b>                         | <b>\$ (115,019)</b> | <b>\$ (123,297)</b> | <b>\$ (138,112)</b> | <b>\$ (131,179)</b> | <b>\$ (129,644)</b> |
| <b>Percent Cost Recovery</b>         | <b>13%</b>          | <b>14%</b>          | <b>11%</b>          | <b>13%</b>          | <b>12%</b>          |
| Change in Expense from Previous Year | -                   | \$ 9,975            | \$ 13,142           | \$ (4,601)          | \$ (3,632)          |
| Change in Revenue from Previous Year | -                   | \$ 1,698            | \$ (1,674)          | \$ 2,333            | \$ (2,097)          |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Replica of Kentucky's 1<sup>st</sup> house (1)
- Upper pavilion (1)
- Office/gift shop (1)
- Full court basketball court (1)
- Horseshoe pits (3)
- Playground equipment (1)
- Swing sets (2)
- Picnic tables (100)
- Portable grills (75)
- Restrooms (2)
- Mini-golf (1 9 hole course)

**GENERAL THREATS**

Physical condition of the following facilities are in fair to poor condition:

- Lower pavilion (1)
- Temporary tent used for pavilion (1)
- Half court basketball court (2)



**E.P. "TOM" SAWYER STATE PARK**

| EP Tom Sawyer State Park             | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 722,070          | \$ 864,190          | \$ 954,082          | \$ 998,157          | \$ 983,781          |
| Revenues                             | \$ 234,904          | \$ 233,279          | \$ 264,698          | \$ 294,597          | \$ 306,304          |
| <b>Total</b>                         | <b>\$ (487,166)</b> | <b>\$ (630,911)</b> | <b>\$ (689,384)</b> | <b>\$ (703,560)</b> | <b>\$ (677,477)</b> |
| <b>Percent Cost Recovery</b>         | <b>33%</b>          | <b>27%</b>          | <b>28%</b>          | <b>30%</b>          | <b>31%</b>          |
| Change in Expense from Previous Year | -                   | \$ 142,120          | \$ 89,892           | \$ 44,075           | \$ (14,376)         |
| Change in Revenue from Previous Year | -                   | \$ (1,625)          | \$ 31,419           | \$ 29,899           | \$ 11,707           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Dog park (1)
- Playground (2)
- Community Garden (1)
- Picnic pavilion (3)
- Olympic sized swimming pool with diving board (1)
- Tennis courts complex (12 courts)
- BMX bike racing dirt track (1)
- Softball field complex (3 fields)
- Soccer field complex (20 fields)
- Lacrosse field complex (3 fields)
- Fitness trail (1)
- Root cellar building (1)
- Astronomy center (1)
- Remote control airfield (1)
- Administrative building (1)
- Sawyer Hayes Community Center (1)
- Archery range (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Activities building (1)
- Goose Creek Nature Trail (1.25 miles)
- Storage facilities (2)
- Maintenance facility (3 buildings)

**FORT BOONESBOROUGH STATE PARK**

| Fort Boonesborough State Park        | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 1,280,550        | \$ 1,374,467        | \$ 1,389,778        | \$ 1,519,747        | \$ 1,421,799        |
| Revenues                             | \$ 799,307          | \$ 832,823          | \$ 915,781          | \$ 1,001,888        | \$ 928,271          |
| <b>Total</b>                         | <b>\$ (481,243)</b> | <b>\$ (541,644)</b> | <b>\$ (473,997)</b> | <b>\$ (517,859)</b> | <b>\$ (493,528)</b> |
| <b>Percent Cost Recovery</b>         | <b>62%</b>          | <b>61%</b>          | <b>66%</b>          | <b>66%</b>          | <b>65%</b>          |
| Change in Expense from Previous Year | -                   | \$ 93,917           | \$ 15,311           | \$ 129,969          | \$ (97,948)         |
| Change in Revenue from Previous Year | -                   | \$ 33,516           | \$ 82,958           | \$ 86,107           | \$ (73,617)         |

**PARK VISITATION**

| Park Unit                     | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|-------------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Fort Boonesborough State Park | Camping         | 63,052 | 63,442 | 61,882 | 65,587 | 61,007 | -3.24%                   |

**GENERAL STENGTHS**

Physical Condition of the following facilities are in good condition

- Primitive camping (60)
- Water/electric camping (167)
- Shower buildings (2)
- Playground/campground new (2)
- Playground/shelter 2 (1)
- Trail (1)
- Picnic shelter (3)
- Public pool (1)
- KY River Museum (6 buildings)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Playground/campground old (1)
- Playground/shelter (1)
- Administration building (1)
- Fort (1)
- Picnic shelter/bus stop (1)
- Grocery (1)
- Managers house (1)



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**GENERAL BURNSIDE STATE PARK**

| General Burnside State Park          | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 651,137          | \$ 739,088          | \$ 714,038          | \$ 655,454          | \$ 966,735          |
| Revenues                             | \$ 481,177          | \$ 483,762          | \$ 389,775          | \$ 90,523           | \$ 644,921          |
| <b>Total</b>                         | <b>\$ (169,960)</b> | <b>\$ (255,326)</b> | <b>\$ (324,263)</b> | <b>\$ (564,931)</b> | <b>\$ (321,814)</b> |
| <b>Percent Cost Recovery</b>         | <b>74%</b>          | <b>65%</b>          | <b>55%</b>          | <b>14%</b>          | <b>67%</b>          |
| Change in Expense from Previous Year | -                   | \$ 87,951           | \$ (25,050)         | \$ (58,584)         | \$ 311,281          |
| Change in Revenue from Previous Year | -                   | \$ 2,586            | \$ (93,987)         | \$ (299,252)        | \$ 554,399          |

**PARK VISITATION**

| Park Unit                   | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-----------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| General Burnside State Park | Camping         | 16,593        | 17,094        | 21,389        | 12,265        | 13,729        | -17.26%                  |
| General Burnside State Park | Golf            | 12,194        | 10,985        | 15,226        | 0             | 16,105        | 32.07%                   |
| General Burnside State Park | <b>TOTAL</b>    | <b>28,787</b> | <b>28,079</b> | <b>36,615</b> | <b>12,265</b> | <b>29,834</b> | <b>3.64%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Golf course/driving range (1)
- Pro shop (1)
- Campground water and electric (95)
- Bathhouse camping (2)
- Playgrounds (2)
- Fish house (1)
- Picnic shelters (2)
- Boat ramp (1)
- Roads
- 

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Campground primitive sites (14)
- Pool (1)
- Restrooms (2)
- Pro shop/business office (1)

**GENERAL BUTLER STATE RESORT PARK**

| General Butler State Resort Park     | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 3,075,112        | \$ 3,432,126        | \$ 3,525,028        | \$ 3,716,728        | \$ 3,620,717        |
| Revenues                             | \$ 2,570,402        | \$ 2,709,307        | \$ 2,772,302        | \$ 2,961,508        | \$ 3,023,040        |
| <b>Total</b>                         | <b>\$ (504,710)</b> | <b>\$ (722,819)</b> | <b>\$ (752,726)</b> | <b>\$ (755,220)</b> | <b>\$ (597,677)</b> |
| <b>Percent Cost Recovery</b>         | <b>84%</b>          | <b>79%</b>          | <b>79%</b>          | <b>80%</b>          | <b>83%</b>          |
| Change in Expense from Previous Year | -                   | \$ 357,014          | \$ 92,902           | \$ 191,700          | \$ (96,011)         |
| Change in Revenue from Previous Year | -                   | \$ 138,904          | \$ 62,996           | \$ 189,206          | \$ 61,532           |

**PARK VISITATION**

| Park Unit                        | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|----------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| General Butler State Resort Park | Camping         | 23,231        | 28,051        | 25,945        | 32,128        | 30,467        | 31.15%                   |
| General Butler State Resort Park | Cottages        | 7,621         | 7,003         | 6,903         | 7,465         | 7,019         | -7.90%                   |
| General Butler State Resort Park | Lodge           | 16,610        | 16,989        | 16,432        | 18,040        | 16,826        | 1.30%                    |
| General Butler State Resort Park | <b>Total</b>    | <b>47,461</b> | <b>52,042</b> | <b>49,279</b> | <b>57,633</b> | <b>54,311</b> | <b>14.43%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Lodge rooms (53) and restaurant (1)
- Conference center (1)
- Meeting rooms (3)
- Butler Turpin house (1)
- Picnic shelters (3)
- Miniature golf (18 holes)
- Water/electric campsites (101)
- Full hook up campsites (10)
- Primitive campsites (15)
- Stone overlook (1)
- Playground (4)
- Tennis courts (2)
- Basketball courts (1.5)
- Boat dock (1)
- Nature trails (4)
- Parking lots (7)
- Laundry facilities – campground (1)
- Kitchen (2)
- Gift shop (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Lodge area (1)
- Cottages (24)
- Golf course (9 holes)
- Lodge pool – full size (1) and baby (1)
- Roads (1)
- Recreation center (1)
- Bathhouses – campground (2)



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**GRAYSON LAKE STATE PARK**

| Grayson Lake State Park              | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 966,461          | \$ 1,155,971        | \$ 1,092,880        | \$ 1,177,567        | \$ 1,192,381        |
| Revenues                             | \$ 782,415          | \$ 816,934          | \$ 698,699          | \$ 749,609          | \$ 714,017          |
| <b>Total</b>                         | <b>\$ (184,046)</b> | <b>\$ (339,037)</b> | <b>\$ (394,181)</b> | <b>\$ (427,958)</b> | <b>\$ (478,364)</b> |
| <b>Percent Cost Recovery</b>         | <b>81%</b>          | <b>71%</b>          | <b>64%</b>          | <b>64%</b>          | <b>60%</b>          |
| Change in Expense from Previous Year | -                   | \$ 189,510          | \$ (63,091)         | \$ 84,687           | \$ 14,814           |
| Change in Revenue from Previous Year | -                   | \$ 34,519           | \$ (118,235)        | \$ 50,910           | \$ (35,592)         |

**PARK VISITATION**

| Park Unit               | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Grayson Lake State Park | Camping         | 22,258        | 21,634        | 16,900        | 19,501        | 19,347        | -13.08%                  |
| Grayson Lake State Park | Golf            | 9,297         | 11,179        | 14,467        | 14,885        | 14,936        | 60.65%                   |
| Grayson Lake State Park | <b>TOTAL</b>    | <b>31,555</b> | <b>32,813</b> | <b>31,367</b> | <b>34,386</b> | <b>34,283</b> | <b>8.65%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good to excellent condition:

- Park Office (1)
- Golf Pro shop (1)
- Golf Maintenance (1)
- Campground check in station (1)
- Restroom/Bathhouse (2)
- Water/Electric Campsites (71)
- Golf course (18 hole)
- Picnic pavilion (3)
- Playgrounds (5)
- Roads (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in poor to fair condition:

- Park Maintenance (1)
- Restroom at Bruin (1)
- Small dock at Bruin (1)
- Beach area (1)

**GREEN RIVER LAKE STATE PARK**

| Green River State Park               | 2004              | 2005             | 2006               | 2007            | 2008               |
|--------------------------------------|-------------------|------------------|--------------------|-----------------|--------------------|
| Expenses                             | \$ 524,219        | \$ 523,131       | \$ 574,477         | \$ 579,424      | \$ 619,397         |
| Revenues                             | \$ 515,478        | \$ 538,275       | \$ 561,997         | \$ 582,325      | \$ 573,976         |
| <b>Total</b>                         | <b>\$ (8,741)</b> | <b>\$ 15,144</b> | <b>\$ (12,480)</b> | <b>\$ 2,901</b> | <b>\$ (45,421)</b> |
| <b>Percent Cost Recovery</b>         | <b>98%</b>        | <b>103%</b>      | <b>98%</b>         | <b>101%</b>     | <b>93%</b>         |
| Change in Expense from Previous Year | -                 | \$ (1,088)       | \$ 51,346          | \$ 4,947        | \$ 39,973          |
| Change in Revenue from Previous Year | -                 | \$ 22,797        | \$ 23,721          | \$ 20,328       | \$ (8,349)         |

**PARK VISITATION**

| Park Unit                   | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|-----------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Green River Lake State Park | Camping         | 59,718 | 59,622 | 49,488 | 54,990 | 52,890 | -11.43%                  |

**GENERAL STRENGTHS**

Physical condition of the following facilities are in good condition

- Picnic shelter – lake (1)
- Picnic shelter – horse (1)
- Country store (1)
- Mini golf (18 hole)
- Park roads
- Marina parking lot (1)
- Boat ramp – public (2)
- Main office/maintenance (1)
- Maintenance garage (1)
- Maintenance sheds (2)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Primitive bathhouse (1)
- Improved bathhouse (2)
- Restrooms (2)
- Amphitheater (1)
- Primitive campsites (72)
- Improved campsites (157)
- Camp booth (1)
- Beach (1)
- Playgrounds (3)
- Trails (28 miles)
- Airfield – model (1)
- Airfield – drive (1)
- Horse parking lot (1)
- Campground boat ramp (1)
- Ranger (1)
- Residence (1)



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**GREENBO LAKE STATE RESORT PARK**

| Greenbo Lake State Resort Park       | 2004                | 2005                  | 2006                  | 2007                  | 2008                  |
|--------------------------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Expenses                             | \$ 2,065,959        | \$ 2,163,026          | \$ 2,286,602          | \$ 2,428,023          | \$ 2,344,512          |
| Revenues                             | \$ 1,128,352        | \$ 1,156,079          | \$ 1,230,925          | \$ 1,243,567          | \$ 1,176,027          |
| <b>Total</b>                         | <b>\$ (937,607)</b> | <b>\$ (1,006,947)</b> | <b>\$ (1,055,677)</b> | <b>\$ (1,184,456)</b> | <b>\$ (1,168,485)</b> |
| <b>Percent Cost Recovery</b>         | <b>55%</b>          | <b>53%</b>            | <b>54%</b>            | <b>51%</b>            | <b>50%</b>            |
| Change in Expense from Previous Year | -                   | \$ 97,067             | \$ 123,576            | \$ 141,421            | \$ (83,511)           |
| Change in Revenue from Previous Year | -                   | \$ 27,727             | \$ 74,846             | \$ 12,642             | \$ (67,540)           |

**PARK VISITATION**

| Park Unit                      | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|--------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Greenbo Lake State Resort Park | Camping         | 25,248        | 23,421        | 18,923        | 22,884        | 14,702        | -41.77%                  |
| Greenbo Lake State Resort Park | Lodge           | 10,001        | 9,183         | 9,382         | 9,313         | 9,193         | -8.08%                   |
| Greenbo Lake State Resort Park | <b>TOTAL</b>    | <b>35,249</b> | <b>32,604</b> | <b>28,305</b> | <b>32,196</b> | <b>23,895</b> | <b>-32.21%</b>           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Lodge (1)
- Lodge sleeping rooms (36)
- Angler's Cove restaurant (1)
- Kitchen (1)
- Community pool (1)
- Playgrounds (4)
- Campground/primitive camping/overflow area (58 new and improved sites with water & electric, and some have sewer hook ups. 35 tent camping sites)
- Multi use trails (25 miles)

**GENERAL THREATS**

Physical Condition of the following facilities are in FAIR condition

- Conference Center (1)
- Meeting Room A (1)
- Game Room (1)
- Lodge Pool (1)
- Tennis Courts (2)
- Bathhouses/campground (2)
- Mini golf (1)
- Boat dock (1)
- Handicapped fishing piers (2)
- Picnic shelters (3)

**JEFFERSON DAVIS STATE HISTORIC SITE**

| Jefferson Davis State Historic Site  | 2004               | 2005               | 2006               | 2007               | 2008                |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Expenses                             | \$ 161,216         | \$ 169,262         | \$ 171,930         | \$ 171,821         | \$ 183,813          |
| Revenues                             | \$ 85,999          | \$ 78,073          | \$ 75,545          | \$ 74,064          | \$ 78,066           |
| <b>Total</b>                         | <b>\$ (75,217)</b> | <b>\$ (91,189)</b> | <b>\$ (96,385)</b> | <b>\$ (97,757)</b> | <b>\$ (105,747)</b> |
| <b>Percent Cost Recovery</b>         | <b>53%</b>         | <b>46%</b>         | <b>44%</b>         | <b>43%</b>         | <b>42%</b>          |
| Change in Expense from Previous Year | -                  | \$ 8,046           | \$ 2,668           | \$ (109)           | \$ 11,992           |
| Change in Revenue from Previous Year | -                  | \$ (7,926)         | \$ (2,528)         | \$ (1,481)         | \$ 4,002            |

**PARK VISITATION**

| Park Unit                           | Visitation Type | 2004   | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|-------------------------------------|-----------------|--------|-------|-------|-------|-------|--------------------------|
| Jefferson Davis State Historic Site | Museum          | 10,616 | 9,034 | 8,925 | 9,149 | 8,952 | -15.67%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition:

- Monument (1)
- Visitor center/museum/office/gift shop (1)
- Restrooms (1)
- Shelter (2)
- Maintenance building (1)
- Playground (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Resident housing (1)
- Fencing
- Sewage



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**JENNY WILEY STATE RESORT PARK**

| Jenny Wiley State Resort Park        | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 3,407,990        | \$ 3,238,439        | \$ 3,400,516        | \$ 3,641,656        | \$ 3,547,061        |
| Revenues                             | \$ 2,437,281        | \$ 2,409,928        | \$ 2,641,076        | \$ 2,671,634        | \$ 2,678,574        |
| <b>Total</b>                         | <b>\$ (970,709)</b> | <b>\$ (828,511)</b> | <b>\$ (759,440)</b> | <b>\$ (970,022)</b> | <b>\$ (868,487)</b> |
| <b>Percent Cost Recovery</b>         | <b>72%</b>          | <b>74%</b>          | <b>78%</b>          | <b>73%</b>          | <b>76%</b>          |
| Change in Expense from Previous Year | -                   | \$ (169,551)        | \$ 162,077          | \$ 241,140          | \$ (94,595)         |
| Change in Revenue from Previous Year | -                   | \$ (27,353)         | \$ 231,148          | \$ 30,559           | \$ 6,940            |

**PARK VISITATION**

| Park Unit                     | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Jenny Wiley State Resort Park | Camping         | 17,803        | 18,902        | 18,162        | 23,231        | 23,734        | 33.32%                   |
| Jenny Wiley State Resort Park | Cottages        | 6,064         | 5,192         | 5,441         | 5,761         | 5,640         | -6.99%                   |
| Jenny Wiley State Resort Park | Lodge           | 17,322        | 15,641        | 16,776        | 17,288        | 16,712        | -3.53%                   |
| Jenny Wiley State Resort Park | <b>TOTAL</b>    | <b>41,189</b> | <b>39,735</b> | <b>40,379</b> | <b>46,279</b> | <b>46,086</b> | <b>11.89%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Trails (13.5 miles)
- Playgrounds (3)
- Interpretive center (Old Pro Shop) (1)
- Disc golf course (18 holes)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Cottages 2 bedroom (10)
- Cottages 1 bedroom (8)
- Lodge rooms (49)
- Convention center (1)
- Boat dock (185 slips)
- Campground develop (93 sites)
- Campground primitive (28 sites)
- Pines building (meeting space) (1)
- May Lodge (restaurant, gift shop, main office, and meeting space) (1)
- Picnic shelter (2)
- Community pool (1)
- Lodge pool (1)
- Roads (5 miles)
- Boat ramps (4)
- Residents (4)
- Jenny Wiley Theater (1)

**JOHN JAMES AUDUBON STATE PARK**

| John James Audubon State Park        | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 1,068,963        | \$ 1,126,607        | \$ 1,192,825        | \$ 1,119,494        | \$ 1,239,176        |
| Revenues                             | \$ 451,107          | \$ 451,858          | \$ 464,494          | \$ 484,230          | \$ 481,442          |
| <b>Total</b>                         | <b>\$ (617,856)</b> | <b>\$ (674,749)</b> | <b>\$ (728,331)</b> | <b>\$ (635,264)</b> | <b>\$ (757,734)</b> |
| <b>Percent Cost Recovery</b>         | <b>42%</b>          | <b>40%</b>          | <b>39%</b>          | <b>43%</b>          | <b>39%</b>          |
| Change in Expense from Previous Year | -                   | \$ 57,644           | \$ 66,218           | \$ (73,331)         | \$ 119,682          |
| Change in Revenue from Previous Year | -                   | \$ 751              | \$ 12,636           | \$ 19,736           | \$ (2,788)          |

**PARK VISITATION**

| Park Unit                     | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| John James Audubon State Park | Camping         | 15,258        | 16,053        | 15,018        | 13,284        | 9,321         | -38.91%                  |
| John James Audubon State Park | Cottages        | 3,235         | 3,025         | 3,662         | 3,732         | 3,758         | 16.16%                   |
| John James Audubon State Park | Golf            | 8,462         | 6,841         | 5,965         | 6,513         | 6,674         | -21.13%                  |
| John James Audubon State Park | <b>TOTAL</b>    | <b>26,955</b> | <b>25,919</b> | <b>24,645</b> | <b>23,529</b> | <b>19,753</b> | <b>-26.72%</b>           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Museum/Nature Center(1)
- Administration Building (Tea House) (1)
- Campground (1)
- Bathhouse (campground) (1)
- Shelter (campground) (1)
- Maintenance shop (1)
- Maintenance building (1)
- Trails (6)
- Picnic shelters (4)
- Tennis court (1)
- Cook shelter (1)
- Challenge course (1)
- Bathrooms (cardinal) (1)
- Boat rental house (1)
- Golf course (1, 9 hole)
- Cabins (6)
- Golf maintenance building (1)
- Golf pro shop (1)
- Manager’s residence (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Campground office (1)
- Old State Police Post (1) and Old Ranger Station (1)
- Maintenance (residence) (1)
- Playgrounds (4)
- Old bathroom (1)
- Old bathhouse (1)
- Boat dock (1)
- Golf shelter (1)



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**KENLAKE STATE RESORT PARK**

| Kenlake State Resort Park                   | 2004         | 2005         | 2006           | 2007         | 2008           |
|---|--------------|--------------|----------------|--------------|----------------|
| <b>Expenses</b>                             | \$ 2,649,516 | \$ 2,773,295 | \$ 2,954,180   | \$ 3,008,785 | \$ 2,845,075   |
| <b>Revenues</b>                             | \$ 1,823,438 | \$ 1,879,457 | \$ 1,880,347   | \$ 2,068,908 | \$ 1,719,686   |
| <b>Total</b>                                | \$ (826,078) | \$ (893,838) | \$ (1,073,833) | \$ (939,877) | \$ (1,125,389) |
| <b>Percent Cost Recovery</b>                | <b>69%</b>   | <b>68%</b>   | <b>64%</b>     | <b>69%</b>   | <b>60%</b>     |
| <b>Change in Expense from Previous Year</b> | -            | \$ 123,779   | \$ 180,885     | \$ 54,605    | \$ (163,710)   |
| <b>Change in Revenue from Previous Year</b> | -            | \$ 56,018    | \$ 890         | \$ 188,561   | \$ (349,222)   |

**PARK VISITATION**

| Park Unit                 | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|---------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Kenlake State Resort Park | Camping         | 11,712        | 12,274        | 11,850        | 11,770        | 11,463        | -2.12%                   |
| Kenlake State Resort Park | Cottages        | 10,127        | 9,429         | 9,989         | 10,717        | 9,657         | -4.65%                   |
| Kenlake State Resort Park | Lodge           | 12,112        | 12,823        | 13,447        | 14,100        | 11,887        | -1.86%                   |
| Kenlake State Resort Park | <b>TOTAL</b>    | <b>33,951</b> | <b>34,525</b> | <b>35,287</b> | <b>36,587</b> | <b>33,007</b> | <b>-2.78%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Tennis center (1)
- Campground sites (90)
- Golf course (1)
- Picnic pavilion (1)
- Cottages (34)
- Marina (1)
- Restaurant (1)
- Hotel/lodge (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Amphitheater (1)
- Bay View Meeting room (1)
- Cherokee Banquet Hall (1)
- Trails (2)
- Beach Shelter/Bathhouse (1)

**KENTUCKY DAM VILLAGE STATE RESORT PARK**

| Kentucky Dam Village State Resort Park | 2004             | 2005             | 2006                | 2007                | 2008                |
|--|------------------|------------------|---------------------|---------------------|---------------------|
| Expenses                               | \$ 4,843,523     | \$ 4,816,639     | \$ 4,971,655        | \$ 5,253,073        | \$ 5,410,976        |
| Revenues                               | \$ 4,932,039     | \$ 4,864,349     | \$ 4,860,613        | \$ 4,935,541        | \$ 4,898,754        |
| <b>Total</b>                           | <b>\$ 88,516</b> | <b>\$ 47,710</b> | <b>\$ (111,042)</b> | <b>\$ (317,532)</b> | <b>\$ (512,222)</b> |
| <b>Percent Cost Recovery</b>           | <b>102%</b>      | <b>101%</b>      | <b>98%</b>          | <b>94%</b>          | <b>91%</b>          |
| Change in Expense from Previous Year   | -                | \$ (26,884)      | \$ 155,016          | \$ 281,418          | \$ 157,903          |
| Change in Revenue from Previous Year   | -                | \$ (67,690)      | \$ (3,736)          | \$ 74,928           | \$ (36,787)         |

**PARK VISITATION**

| Park Unit                              | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Kentucky Dam Village State Resort Park | Camping         | 25,156        | 22,383        | 24,557        | 21,088        | 19,746        | -21.50%                  |
| Kentucky Dam Village State Resort Park | Cottages        | 18,063        | 16,174        | 16,260        | 16,959        | 14,989        | -17.02%                  |
| Kentucky Dam Village State Resort Park | Lodge           | 27,920        | 25,208        | 25,213        | 26,729        | 26,756        | -4.17%                   |
| Kentucky Dam Village State Resort Park | <b>TOTAL</b>    | <b>71,139</b> | <b>63,765</b> | <b>66,030</b> | <b>64,776</b> | <b>61,491</b> | <b>-13.56%</b>           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Village Inn (1)
- Village Inn lodge rooms (72)
- Kitchen (1)
- Village Inn meeting room (1)
- Village Green lobby (1)
- Village Green rooms (14)
- Convention Center (1)
- Picnic shelters (4)
- Lakeview Pavilion (1)
- 18 hole golf course (1)
- Playgrounds (4)
- Roads

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Dining room (1)
- Convention Center kitchen (1)
- Executive cottages (21)
- 2 bedroom cottages (31)
- 1 bedroom cottages (10)
- Water/electric campsites (211)



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**KINCAID LAKE STATE PARK**

| Kincaid Lake State Park              | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 727,886          | \$ 856,050          | \$ 840,733          | \$ 869,451          | \$ 842,265          |
| Revenues                             | \$ 348,703          | \$ 396,658          | \$ 384,259          | \$ 414,848          | \$ 449,715          |
| <b>Total</b>                         | <b>\$ (379,183)</b> | <b>\$ (459,392)</b> | <b>\$ (456,474)</b> | <b>\$ (454,603)</b> | <b>\$ (392,550)</b> |
| <b>Percent Cost Recovery</b>         | <b>48%</b>          | <b>46%</b>          | <b>46%</b>          | <b>48%</b>          | <b>53%</b>          |
| Change in Expense from Previous Year | -                   | \$ 128,164          | \$ (15,317)         | \$ 28,718           | \$ (27,186)         |
| Change in Revenue from Previous Year | -                   | \$ 47,955           | \$ (12,399)         | \$ 30,589           | \$ 34,867           |

**PARK VISITATION**

| Park Unit               | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Kincaid Lake State Park | Camping         | 28,207        | 29,018        | 24,449        | 22,663        | 24,557        | -12.94%                  |
| Kincaid Lake State Park | Golf            | 2,116         | 3,656         | 3,695         | 5,428         | 6,000         | 183.55%                  |
| Kincaid Lake State Park | <b>TOTAL</b>    | <b>30,323</b> | <b>32,674</b> | <b>28,144</b> | <b>28,091</b> | <b>30,557</b> | <b>0.77%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Campground (84 W/E sites, 75 prim sites)
- Pro shop (1)
- Golf course (1)
- Boat dock (1)
- Maintenance area (1)
- Golf maintenance (1)
- Multi-purpose building (1)
- Pool (2)
- Paddleboat dock (1)
- Store/gift shop (1)
- Picnic shelter (1)
- Restrooms (1)
- Playgrounds (3)
- Recreation area (1)
- Mini golf (1)
- Tennis court (1)
- Sand volleyball (1)
- Horseshoes (3)
- Trails (2)
- Bathhouse (2)
- Trails (2)
- Boat ramp (2)
- Picnic area (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Basketball court (1)
- Shuffleboard (1)
- Amphitheater (1)

**KINGDOM COME STATE PARK**

| Kingdom Come State Park              | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 292,185          | \$ 298,551          | \$ 336,720          | \$ 358,364          | \$ 352,290          |
| Revenues                             | \$ 29,021           | \$ 28,652           | \$ 32,486           | \$ 39,196           | \$ 26,095           |
| <b>Total</b>                         | <b>\$ (263,164)</b> | <b>\$ (269,899)</b> | <b>\$ (304,234)</b> | <b>\$ (319,168)</b> | <b>\$ (326,195)</b> |
| <b>Percent Cost Recovery</b>         | <b>10%</b>          | <b>10%</b>          | <b>10%</b>          | <b>11%</b>          | <b>7%</b>           |
| Change in Expense from Previous Year | -                   | \$ 6,366            | \$ 38,169           | \$ 21,644           | \$ (6,074)          |
| Change in Revenue from Previous Year | -                   | \$ (369)            | \$ 3,834            | \$ 6,710            | \$ (13,102)         |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition:

- Drinking water plant (1)
- Pole barn (Maintenance) (1)
- Trails (13 trails, 5.84 miles)
- Playgrounds (2)
- Picnic areas (6)
- Upper shelter (1)
- Lower shelter (1)
- Cave amphitheater (1)
- Primitive campsites (4)
- Gift shop/visitor center (1)
- Gazebo (1)
- Overlooks (6)
- Lake (1)
- Sewage treatment plant (1)
- Roads (5.3 miles)
- Mini-golf course (9 holes)
- Paddleboats/dock (8 boats)
- Nature preserve (225 acres, no trails)
- Horse shoe pits (4)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Office/maintenance building (1)
- Upper shelter restrooms (1)
- Lower shelter restrooms (1)
- Basketball court (1)



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**LAKE BARKLEY STATE RESORT PARK**

| Lake Barkley State Resort Park       | 2004                | 2005                | 2006                | 2007                  | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| Expenses                             | \$ 5,314,753        | \$ 5,507,525        | \$ 5,700,086        | \$ 5,638,212          | \$ 5,922,796        |
| Revenues                             | \$ 5,114,490        | \$ 4,754,788        | \$ 4,809,349        | \$ 4,317,817          | \$ 5,031,059        |
| <b>Total</b>                         | <b>\$ (200,263)</b> | <b>\$ (752,737)</b> | <b>\$ (890,737)</b> | <b>\$ (1,320,395)</b> | <b>\$ (891,737)</b> |
| <b>Percent Cost Recovery</b>         | <b>96%</b>          | <b>86%</b>          | <b>84%</b>          | <b>77%</b>            | <b>85%</b>          |
| Change in Expense from Previous Year | -                   | \$ 192,772          | \$ 192,561          | \$ (61,874)           | \$ 284,584          |
| Change in Revenue from Previous Year | -                   | \$ (359,702)        | \$ 54,561           | \$ (491,532)          | \$ 713,242          |

**PARK VISITATION**

| Park Unit                      | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|--------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Lake Barkley State Resort Park | Camping         | 10,794        | 11,408        | 10,809        | 10,935        | 8,310         | -23.01%                  |
| Lake Barkley State Resort Park | Cottages        | 4,363         | 4,207         | 3,832         | 4,347         | 4,268         | -2.18%                   |
| Lake Barkley State Resort Park | Lodge           | 45,722        | 41,153        | 38,897        | 33,533        | 42,961        | -6.04%                   |
| Lake Barkley State Resort Park | Golf            | 19,970        | 18,339        | 16,924        | 16,364        | 16,555        | -17.10%                  |
| Lake Barkley State Resort Park | <b>TOTAL</b>    | <b>80,849</b> | <b>75,108</b> | <b>70,463</b> | <b>65,179</b> | <b>72,094</b> | <b>-10.83%</b>           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Primitive campsites (3)
- Group pavilion (1)
- Beach (1)
- Regional laundry (1)
- Golf course (1)
- Lodge rooms & suites (124)
- Cottages/cabins (13)
- Dining room (1)
- Kitchen (1)
- Gift shop (1)
- Meeting rooms (Elizabeth Hooks & Sunrise) (2)
- Playgrounds (3)
- Picnic areas/shelters (3)
- Interpretive center (1)
- Administrative building (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in poor condition

- Water & Electric campsites (76)
- RV campsites (76)
- Campground bathhouses (2)
- Campgrounds boat ramp (1)
- Golf pro shop (1)
- Fitness center (1)
- Little River Lodge & Suites (11)
- Convention center (1)
- Lower parking lots (4)

**LAKE CUMBERLAND STATE RESORT PARK**

| Lake Cumberland State Resort Park    | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 3,998,045        | \$ 4,128,715        | \$ 4,365,414        | \$ 4,403,636        | \$ 4,108,226        |
| Revenues                             | \$ 3,718,249        | \$ 3,751,929        | \$ 3,955,686        | \$ 3,576,290        | \$ 3,805,705        |
| <b>Total</b>                         | <b>\$ (279,796)</b> | <b>\$ (376,786)</b> | <b>\$ (409,728)</b> | <b>\$ (827,346)</b> | <b>\$ (302,521)</b> |
| <b>Percent Cost Recovery</b>         | <b>93%</b>          | <b>91%</b>          | <b>91%</b>          | <b>81%</b>          | <b>93%</b>          |
| Change in Expense from Previous Year | -                   | \$ 130,670          | \$ 236,699          | \$ 38,222           | \$ (295,410)        |
| Change in Revenue from Previous Year | -                   | \$ 33,680           | \$ 203,757          | \$ (379,396)        | \$ 229,415          |

**PARK VISITATION**

| Park Unit                         | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-----------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Lake Cumberland State Resort Park | Camping         | 18,276        | 16,467        | 18,850        | 17,192        | 16,409        | -10.21%                  |
| Lake Cumberland State Resort Park | Cottages        | 10,669        | 9,429         | 10,029        | 10,029        | 9,278         | -13.04%                  |
| Lake Cumberland State Resort Park | Lodge           | 26,746        | 26,213        | 26,472        | 26,661        | 24,644        | -7.86%                   |
| Lake Cumberland State Resort Park | <b>TOTAL</b>    | <b>55,690</b> | <b>52,109</b> | <b>55,351</b> | <b>53,882</b> | <b>50,331</b> | <b>-9.62%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Pumpkin Creek Lodge (1)
- Campground (146 sites)
- Picnic pavilion (1)
- Cottages (30 units)
- Playgrounds (4)
- Tennis courts (2)
- Picnic sites

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Lure Lodge – lobby/front desk (1)
- Rowena Dining room (1)
- Activity center (3 meeting rooms)
- Trails (2)
- Park roads
- Campground (146 sites)



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**LAKE MALONE STATE PARK**

| Lake Malone State Park               | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 290,129          | \$ 305,705          | \$ 322,096          | \$ 300,390          | \$ 262,432          |
| Revenues                             | \$ 51,186           | \$ 61,536           | \$ 32,787           | \$ 37,229           | \$ 40,724           |
| <b>Total</b>                         | <b>\$ (238,943)</b> | <b>\$ (244,169)</b> | <b>\$ (289,309)</b> | <b>\$ (263,161)</b> | <b>\$ (221,708)</b> |
| <b>Percent Cost Recovery</b>         | <b>18%</b>          | <b>20%</b>          | <b>10%</b>          | <b>12%</b>          | <b>16%</b>          |
| Change in Expense from Previous Year | -                   | \$ 15,576           | \$ 16,391           | \$ (21,706)         | \$ (37,958)         |
| Change in Revenue from Previous Year | -                   | \$ 10,350           | \$ (28,749)         | \$ 4,442            | \$ 3,496            |

**PARK VISITATION**

| Park Unit              | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|------------------------|-----------------|-------|-------|-------|-------|-------|--------------------------|
| Lake Malone State Park | Camping         | 6,171 | 6,183 | 5,326 | 5,676 | 5,910 | -4.23%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Water/electric campsites (25)
- Picnic pavilion (1)
- Picnic pavilion with restrooms (1)
- Playground (1)
- Beach (1)
- Trails (2)
- Park office (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Water/electric campsites (25)
- Primitive campsites (34)
- Campground bathhouse (1)
- Beach bathhouse (1)
- Marina (1)
- Campground office (1)
- Maintenance building (1)

**LEVI JACKSON STATE PARK**

| Levi Jackson State Park              | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 718,022          | \$ 781,842          | \$ 776,691          | \$ 820,332          | \$ 745,065          |
| Revenues                             | \$ 455,157          | \$ 493,762          | \$ 535,149          | \$ 505,850          | \$ 464,067          |
| <b>Total</b>                         | <b>\$ (262,865)</b> | <b>\$ (288,080)</b> | <b>\$ (241,542)</b> | <b>\$ (314,482)</b> | <b>\$ (280,998)</b> |
| <b>Percent Cost Recovery</b>         | <b>63%</b>          | <b>63%</b>          | <b>69%</b>          | <b>62%</b>          | <b>62%</b>          |
| Change in Expense from Previous Year | -                   | \$ 63,820           | \$ (5,151)          | \$ 43,641           | \$ (75,267)         |
| Change in Revenue from Previous Year | -                   | \$ 38,605           | \$ 41,387           | \$ (29,299)         | \$ (41,783)         |

**PARK VISITATION**

| Park Unit               | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|-------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Levi Jackson State Park | Camping         | 43,846 | 47,883 | 42,096 | 41,239 | 34,722 | -20.81%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- McHargue’s Mill (1)
- Mountain Life Museum w/ 7 structures (1)
- Picnic shelters (2)
- Playgrounds (4)
- Park headquarters (1)
- Grocery (1)
- Campground bathhouses (1)
- Campground volleyball/basketball courts (1)
- Campsite with water/electricity/sewage (22)
- Tent sites with electricity/water (10)
- Trails (1)
- Public pool w/ 2 slides (1)
- Bridge crossing Little Laurel Bridge (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Clubhouse (1)
- Cabin/group camp (14)
- Picnic shelters (2)
- Playgrounds (6)
- Ware house (1)
- Campground bathhouses (2)
- Campsites with electricity/water (44)
- Tent sites with electric/water (10)
- Maintenance building (1)
- Maintenance barn (1)
- Trails (3)
- Picnic areas (3)
- Roadways (5)
- Russell Ryche Amphitheater (1)



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**LINCOLN HOMESTEAD STATE PARK**

| Lincoln Homestead State Park         | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 513,721          | \$ 520,656          | \$ 545,444          | \$ 562,588          | \$ 573,197          |
| Revenues                             | \$ 385,997          | \$ 370,669          | \$ 363,329          | \$ 313,531          | \$ 317,587          |
| <b>Total</b>                         | <b>\$ (127,724)</b> | <b>\$ (149,987)</b> | <b>\$ (182,115)</b> | <b>\$ (249,057)</b> | <b>\$ (255,610)</b> |
| <b>Percent Cost Recovery</b>         | <b>75%</b>          | <b>71%</b>          | <b>67%</b>          | <b>56%</b>          | <b>55%</b>          |
| Change in Expense from Previous Year | -                   | \$ 6,935            | \$ 24,788           | \$ 17,144           | \$ 10,609           |
| Change in Revenue from Previous Year | -                   | \$ (15,328)         | \$ (7,339)          | \$ (49,799)         | \$ 4,056            |

**PARK VISITATION**

| Park Unit                    | Visitation Type | 2004  | 2005  | 2006   | 2007   | 2008   | Percent Change from 2004 |
|------------------------------|-----------------|-------|-------|--------|--------|--------|--------------------------|
| Lincoln Homestead State Park | Golf            | 8,128 | 8,347 | 15,218 | 11,555 | 13,367 | 64.46%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Golf course (18 holes)
- Museum cabins (3)
- Historic house (1)
- Pro shop (1)
- Restrooms (1)
- Playground (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Rental lodge (1)
- Rental shelter (1)
- Cart storage shed (1)
- Maintenance facility (1)
- Gift shop (1)

**MINERAL MOUND STATE PARK**

| Mineral Mound State Park             | 2004               | 2005                | 2006               | 2007                | 2008                |
|--------------------------------------|--------------------|---------------------|--------------------|---------------------|---------------------|
| Expenses                             | \$ 443,213         | \$ 551,611          | \$ 520,492         | \$ 655,842          | \$ 634,392          |
| Revenues                             | \$ 419,728         | \$ 331,588          | \$ 460,652         | \$ 540,364          | \$ 514,302          |
| <b>Total</b>                         | <b>\$ (23,485)</b> | <b>\$ (220,023)</b> | <b>\$ (59,840)</b> | <b>\$ (115,478)</b> | <b>\$ (120,090)</b> |
| <b>Percent Cost Recovery</b>         | <b>95%</b>         | <b>60%</b>          | <b>89%</b>         | <b>82%</b>          | <b>81%</b>          |
| Change in Expense from Previous Year | -                  | \$ 108,398          | \$ (31,119)        | \$ 135,350          | \$ (21,450)         |
| Change in Revenue from Previous Year | -                  | \$ (88,140)         | \$ 129,064         | \$ 79,712           | \$ (26,062)         |

**PARK VISITATION**

| Park Unit                | Visitation Type | 2004   | 2005  | 2006   | 2007   | 2008   | Percent Change from 2004 |
|--------------------------|-----------------|--------|-------|--------|--------|--------|--------------------------|
| Mineral Mound State Park | Golf            | 12,884 | 9,761 | 14,587 | 16,141 | 14,977 | 16.24%                   |

**GENERAL STRENGTHS**

Park visitation: Visitation has increased slightly over the past three years.

Park attracts the following types of use:

- Golf shop sales
- Golf course

The greatest sources of current revenue:

- Golf
- Lake recreation

**GENERAL THREATS**

Physical Condition of the following facilities are in poor condition:

- Golf Course (1 18 hole)
- Picnic area (1)
- Boat launch (1)
- Courtesy dock (1)



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**MY OLD KENTUCKY HOME STATE PARK**

| My Old Kentucky Home State Park      | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 1,457,057        | \$ 1,543,909        | \$ 1,605,726        | \$ 1,703,344        | \$ 1,742,750        |
| Revenues                             | \$ 1,306,919        | \$ 1,236,057        | \$ 1,207,541        | \$ 1,193,758        | \$ 1,176,160        |
| <b>Total</b>                         | <b>\$ (150,138)</b> | <b>\$ (307,852)</b> | <b>\$ (398,185)</b> | <b>\$ (509,586)</b> | <b>\$ (566,591)</b> |
| <b>Percent Cost Recovery</b>         | <b>90%</b>          | <b>80%</b>          | <b>75%</b>          | <b>70%</b>          | <b>67%</b>          |
| Change in Expense from Previous Year | -                   | \$ 86,852           | \$ 61,817           | \$ 97,618           | \$ 39,406           |
| Change in Revenue from Previous Year | -                   | \$ (70,862)         | \$ (28,516)         | \$ (13,783)         | \$ (17,598)         |

**PARK VISITATION**

| Park Unit                       | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|---------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| My Old Kentucky Home State Park | Camping         | 9,849         | 8,507         | 9,004         | 10,324        | 9,453         | -4.02%                   |
| My Old Kentucky Home State Park | Golf            | 16,826        | 18,688        | 25,292        | 25,200        | 26,950        | 60.17%                   |
| My Old Kentucky Home State Park | <b>TOTAL</b>    | <b>26,675</b> | <b>27,195</b> | <b>34,296</b> | <b>35,524</b> | <b>36,403</b> | <b>36.47%</b>            |

**GENERAL STRENGTHS**

Physical condition of the following areas is good:

- Museum (1)
- Picnic area (1)
- Tennis courts (2)

**GENERAL THREATS**

Physical condition of the following areas is poor/fair:

- Carriage house (1)
- Rotunda (1)
- Camping (39 sites)
- Pro shop (1)
- Visitor center (1)

**NATURAL BRIDGE STATE RESORT PARK**

| Natural Bridge State Resort Park     | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 2,844,013        | \$ 2,984,435        | \$ 3,056,400        | \$ 3,167,672        | \$ 3,321,116        |
| Revenues                             | \$ 2,379,446        | \$ 2,412,344        | \$ 2,379,202        | \$ 2,778,239        | \$ 2,727,296        |
| <b>Total</b>                         | <b>\$ (464,567)</b> | <b>\$ (572,091)</b> | <b>\$ (677,198)</b> | <b>\$ (389,433)</b> | <b>\$ (593,820)</b> |
| <b>Percent Cost Recovery</b>         | <b>84%</b>          | <b>81%</b>          | <b>78%</b>          | <b>88%</b>          | <b>82%</b>          |
| Change in Expense from Previous Year | -                   | \$ 140,422          | \$ 71,965           | \$ 111,273          | \$ 153,444          |
| Change in Revenue from Previous Year | -                   | \$ 32,898           | \$ (33,142)         | \$ 399,037          | \$ (50,943)         |

**PARK VISITATION**

| Park Unit                        | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|----------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Natural Bridge State Resort Park | Camping         | 23,839        | 23,596        | 23,142        | 27,302        | 27,016        | 13.33%                   |
| Natural Bridge State Resort Park | Cottages        | 4,640         | 4,190         | 4,190         | 4,564         | 4,534         | -2.27%                   |
| Natural Bridge State Resort Park | Lodge           | 14,854        | 14,741        | 14,449        | 15,568        | 15,849        | 6.70%                    |
| Natural Bridge State Resort Park | <b>TOTAL</b>    | <b>43,332</b> | <b>42,527</b> | <b>41,781</b> | <b>47,434</b> | <b>47,399</b> | <b>9.38%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Cottages (11)
- Picnic rental shelters (4)
- Pole Barn (1)
- Old Nature Store Area (1)
- Hoedown Island, Music MC Area, and Ticket Booth (1)
- Skylift (1)
- Trail shelters (4)
- Gift shop (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Hemlock Lodge (1, 35 rooms)
- Restaurant/dining (1)
- Campgrounds (2)
- Activities Center (1)
- Nature Center/Naturalist Office (1)
- Old Warehouse Building (1)
- Maintenance Barn (1)
- Maintenance Supervisor Offices and Building (1)
- Playgrounds (2)
- Boat dock for pedal boats (1)
- Snack bars (2)
- Outside restrooms (4)
- CCC Bridge (1)
- Mini golf (1)



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**NOLIN LAKE STATE PARK**

| Nolin Lake State Park                | 2004               | 2005               | 2006                | 2007                | 2008                |
|--------------------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 150,295         | \$ 165,553         | \$ 200,063          | \$ 217,214          | \$ 248,582          |
| Revenues                             | \$ 54,724          | \$ 73,411          | \$ 89,306           | \$ 105,999          | \$ 125,618          |
| <b>Total</b>                         | <b>\$ (95,570)</b> | <b>\$ (92,141)</b> | <b>\$ (110,756)</b> | <b>\$ (111,215)</b> | <b>\$ (122,964)</b> |
| <b>Percent Cost Recovery</b>         | <b>36%</b>         | <b>44%</b>         | <b>45%</b>          | <b>49%</b>          | <b>51%</b>          |
| Change in Expense from Previous Year | -                  | \$ 15,258          | \$ 34,510           | \$ 17,152           | \$ 31,368           |
| Change in Revenue from Previous Year | -                  | \$ 18,687          | \$ 15,895           | \$ 16,693           | \$ 19,619           |

**PARK VISITATION**

| Park Unit             | Visitation Type | 2004  | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|-----------------------|-----------------|-------|--------|--------|--------|--------|--------------------------|
| Nolin Lake State Park | Camping         | 9,225 | 11,666 | 12,694 | 14,186 | 14,794 | 60.37%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Maintenance building (1)
- Bath house (1)
- Office building (1)
- Small storage building (1)
- Primitive campsites (20)
- RV electricity/water (31)
- Picnic shelter (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Small storage building (1)
- RV electricity/water (1)
- Playground (1)
- Trail (1)

**OLD FORT HARROD STATE PARK**

| Old Fort Harrod State Park           | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 391,151          | \$ 402,788          | \$ 395,251          | \$ 479,996          | \$ 452,441          |
| Revenues                             | \$ 189,637          | \$ 147,576          | \$ 179,160          | \$ 210,106          | \$ 167,834          |
| <b>Total</b>                         | <b>\$ (201,514)</b> | <b>\$ (255,211)</b> | <b>\$ (216,090)</b> | <b>\$ (269,890)</b> | <b>\$ (284,608)</b> |
| <b>Percent Cost Recovery</b>         | <b>48%</b>          | <b>37%</b>          | <b>45%</b>          | <b>44%</b>          | <b>37%</b>          |
| Change in Expense from Previous Year | -                   | \$ 11,637           | \$ (7,537)          | \$ 84,745           | \$ (27,555)         |
| Change in Revenue from Previous Year | -                   | \$ (42,061)         | \$ 31,584           | \$ 30,945           | \$ (42,272)         |

**PARK VISITATION**

| Park Unit                  | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|----------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Old Fort Harrod State Park | Museum          | 36,262 | 21,352 | 22,176 | 23,865 | 25,667 | -29.22%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- The Fort (1)
- Mansion Museum (1)
- Lincoln Marriage Temple (1)
- Conference Center (1)
- Picnic shelter (1)
- Law office (1)
- Maintenance garage (1)
- Gift shop (1)
- Business office (1)
- Playground (1)
- Roads (2)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Amphitheater (1)
- Dentist office (1)
- Box office (1)



**OLD MULKEY MEETING HOUSE STATE HISTORIC SITE**

| Old Mulkey Meeting House State Historic Site | 2004               | 2005               | 2006                | 2007               | 2008               |
|--|--------------------|--------------------|---------------------|--------------------|--------------------|
| Expenses                                     | \$ 86,099          | \$ 95,281          | \$ 102,418          | \$ 84,026          | \$ 79,279          |
| Revenues                                     | \$ 1,081           | \$ 601             | \$ 997              | \$ 1,381           | \$ 3,504           |
| <b>Total</b>                                 | <b>\$ (85,018)</b> | <b>\$ (94,680)</b> | <b>\$ (101,421)</b> | <b>\$ (82,646)</b> | <b>\$ (75,776)</b> |
| <b>Percent Cost Recovery</b>                 | <b>1%</b>          | <b>1%</b>          | <b>1%</b>           | <b>2%</b>          | <b>4%</b>          |
| Change in Expense from Previous Year         | -                  | \$ 9,182           | \$ 7,137            | \$ (18,392)        | \$ (4,747)         |
| Change in Revenue from Previous Year         | -                  | \$ (480)           | \$ 396              | \$ 384             | \$ 2,123           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Meeting house (1)
- Picnic pavilion (1)
- Open picnic areas (5)
- Playground (1)
- Office/gift shop (1)
- Cemetery (1)

**GENERAL THREATS**

Top maintenance priorities:

- Repair/Replace the walkway leading into the Meeting House
- Install restrooms/water fountain at the shelter
- Put vinyl siding on the office/gift shop

**PAINTSVILLE LAKE STATE PARK**

| Paintsville Lake State Park          | 2004                | 2005                | 2006                | 2007               | 2008               |
|--------------------------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
| Expenses                             | \$ 222,543          | \$ 263,312          | \$ 260,579          | \$ 229,076         | \$ 221,108         |
| Revenues                             | \$ 114,150          | \$ 154,440          | \$ 151,677          | \$ 165,854         | \$ 156,166         |
| <b>Total</b>                         | <b>\$ (108,392)</b> | <b>\$ (108,871)</b> | <b>\$ (108,902)</b> | <b>\$ (63,222)</b> | <b>\$ (64,942)</b> |
| <b>Percent Cost Recovery</b>         | <b>51%</b>          | <b>59%</b>          | <b>58%</b>          | <b>72%</b>         | <b>71%</b>         |
| Change in Expense from Previous Year | -                   | \$ 40,769           | \$ (2,733)          | \$ (31,502)        | \$ (7,968)         |
| Change in Revenue from Previous Year | -                   | \$ 40,290           | \$ (2,763)          | \$ 14,177          | \$ (9,688)         |

**PARK VISITATION**

| Park Unit                   | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|-----------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Paintsville Lake State Park | Camping         | 17,471 | 16,934 | 14,662 | 16,354 | 14,622 | -16.31%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Improved campsites (32)
- Tent campsites (10)
- Bathhouse/Laundry (1)
- Registration booth (1)
- Public restrooms (1)
- Business office/garage (1)
- Picnic shelters (4)
- Camper playground (1)
- Public playground (1)
- Recreation area (1)
- 4 lane boat launch ramp (1)
- Courtesy dock (1)
- Campground road and parking areas
- Marina – leased (1)
- Ice/vending shed (1)

**GENERAL THREATS**

Top maintenance priorities:

- Repair/replace outdoor fountains
- Construct a small maintenance building to house larger equipment
- Cover sections of shoreline in riprap



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**PENNYRILE FOREST STATE RESORT PARK**

| Pennyrile Forest State Resort Park   | 2004                | 2005                  | 2006                | 2007                  | 2008                  |
|--------------------------------------|---------------------|-----------------------|---------------------|-----------------------|-----------------------|
| Expenses                             | \$ 1,928,649        | \$ 2,091,326          | \$ 2,099,004        | \$ 2,292,562          | \$ 2,340,896          |
| Revenues                             | \$ 1,029,831        | \$ 1,061,918          | \$ 1,173,884        | \$ 1,191,368          | \$ 1,234,093          |
| <b>Total</b>                         | <b>\$ (898,818)</b> | <b>\$ (1,029,408)</b> | <b>\$ (925,119)</b> | <b>\$ (1,101,194)</b> | <b>\$ (1,106,802)</b> |
| <b>Percent Cost Recovery</b>         | <b>53%</b>          | <b>51%</b>            | <b>56%</b>          | <b>52%</b>            | <b>53%</b>            |
| Change in Expense from Previous Year | -                   | \$ 162,677            | \$ 7,678            | \$ 193,558            | \$ 48,334             |
| Change in Revenue from Previous Year | -                   | \$ 32,087             | \$ 111,967          | \$ 17,483             | \$ 42,726             |

**PARK VISITATION**

| Park Unit                                 | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|---|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Pennyrile Forest State Resort Park        | Camping         | 5,376         | 6,920         | 6,984         | 8,915         | 7,988         | 48.60%                   |
| Pennyrile Forest State Resort Park        | Cottages        | 3,396         | 2,958         | 3,280         | 3,804         | 3,720         | 9.53%                    |
| Pennyrile Forest State Resort Park        | Lodge           | 7,055         | 6,315         | 6,744         | 7,512         | 7,190         | 1.91%                    |
| <b>Pennyrile Forest State Resort Park</b> | <b>TOTAL</b>    | <b>15,827</b> | <b>16,193</b> | <b>17,008</b> | <b>20,231</b> | <b>18,898</b> | <b>19.40%</b>            |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Lobby area (1)
- Dining room (1)
- Meeting room (1)
- Bathhouse (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Lodge rooms (24)
- Cottages (13)
- Kitchen (1)
- Pool (1)
- Pro shop (1)
- Golf maintenance (1)
- Maintenance (1)
- Employee housing (1)
- Camp store (1)
- Shelters (4)
- Boat dock (1)
- Sewer plant (1)
- Campsites (68)
- Playground (3)
- Business office (1)

**PERRYVILLE BATTLEFIELD STATE HISTORIC SITE**

| Perryville Battlefield State Historic Site | 2004                | 2005                | 2006                | 2007                | 2008                |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                                   | \$ 309,221          | \$ 343,788          | \$ 595,303          | \$ 470,784          | \$ 458,288          |
| Revenues                                   | \$ 70,335           | \$ 75,642           | \$ 291,649          | \$ 80,692           | \$ 70,622           |
| <b>Total</b>                               | <b>\$ (238,886)</b> | <b>\$ (268,146)</b> | <b>\$ (303,654)</b> | <b>\$ (390,092)</b> | <b>\$ (387,667)</b> |
| <b>Percent Cost Recovery</b>               | <b>23%</b>          | <b>22%</b>          | <b>49%</b>          | <b>17%</b>          | <b>15%</b>          |
| Change in Expense from Previous Year       | -                   | \$ 34,568           | \$ 251,515          | \$ (124,520)        | \$ (12,495)         |
| Change in Revenue from Previous Year       | -                   | \$ 5,307            | \$ 216,007          | \$ (210,957)        | \$ (10,070)         |

**PARK VISITATION**

| Park Unit                                  | Visitation Type | 2004  | 2005  | 2006   | 2007  | 2008  | Percent Change from 2004 |
|--|-----------------|-------|-------|--------|-------|-------|--------------------------|
| Perryville Battlefield State Historic Site | Museum          | 6,255 | 5,431 | 11,287 | 9,989 | 7,402 | 18.34%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition:

- Museum (1)
- Gift shop (1)
- Restrooms, museum (2; Men’s and Ladies)
- Roads – paved (1 mile)
- Interpretive trails (9.8 miles)
- Picnic area (96 tables, 14 grills, 33 trash cans)
- Wooden fencing (1.13 miles)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Civil War Hall (1)
- Small Shelter (1)
- Large Shelter (1)
- Maintenance Shop (1)
- Maintenance Barn (1)
- WWT Plant (1)
- CS Cemetary (1)
- Dye House (1; circa 1820’s)
- Sleet House (1; circa 1910’s)
- Restrooms, Shelter (2; Men’s and Ladies)
- Roads – gravel (1.84 miles)
- Playground (8 pieces of equipment)



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**PINE MOUNTAIN STATE RESORT PARK**

| Pine Mountain State Resort Park      | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 2,907,727        | \$ 2,889,700        | \$ 2,973,432        | \$ 3,160,406        | \$ 3,212,630        |
| Revenues                             | \$ 2,142,126        | \$ 2,091,156        | \$ 2,189,474        | \$ 2,340,734        | \$ 2,398,748        |
| <b>Total</b>                         | <b>\$ (765,601)</b> | <b>\$ (798,544)</b> | <b>\$ (783,958)</b> | <b>\$ (819,672)</b> | <b>\$ (813,882)</b> |
| <b>Percent Cost Recovery</b>         | <b>74%</b>          | <b>72%</b>          | <b>74%</b>          | <b>74%</b>          | <b>75%</b>          |
| Change in Expense from Previous Year | -                   | \$ (18,028)         | \$ 83,732           | \$ 186,974          | \$ 52,224           |
| Change in Revenue from Previous Year | -                   | \$ (50,971)         | \$ 98,318           | \$ 151,260          | \$ 58,014           |

**PARK VISITATION**

| Park Unit                              | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Pine Mountain State Resort Park        | Cottages        | 6,612         | 6,263         | 6,569         | 6,872         | 6,581         | -0.47%                   |
| Pine Mountain State Resort Park        | Lodge           | 11,269        | 10,280        | 10,897        | 12,928        | 12,894        | 14.42%                   |
| <b>Pine Mountain State Resort Park</b> | <b>TOTAL</b>    | <b>17,881</b> | <b>16,542</b> | <b>17,466</b> | <b>19,800</b> | <b>19,475</b> | <b>8.91%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Lodge rooms (30)
- Cabins 1 BR (9)
- Cabins 2 BR (11)
- Restaurant (1)
- Kitchen (1)
- Meeting space (4)
- Convention Center (1)
- Golf course (1)
- Golf pro shop (1)
- Nature Center (1)
- Shelters (2)
- Amphitheaters (2)
- Gift shop (1)
- Trails (14)
- Pool (1)
- Mini golf (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Laundry room (1)
- Basketball courts (1)
- Horseshoe rings (2)
- Playgrounds (5)
- Game room (1)

**ROUGH RIVER DAM STATE RESORT PARK**

| Rough River State Resort Park        | 2004                | 2005                | 2006                | 2007                  | 2008                  |
|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------|
| Expenses                             | \$ 2,943,391        | \$ 3,106,691        | \$ 3,264,329        | \$ 3,361,949          | \$ 3,326,412          |
| Revenues                             | \$ 2,294,127        | \$ 2,401,528        | \$ 2,663,262        | \$ 2,351,774          | \$ 2,308,880          |
| <b>Total</b>                         | <b>\$ (649,264)</b> | <b>\$ (705,162)</b> | <b>\$ (601,067)</b> | <b>\$ (1,010,175)</b> | <b>\$ (1,017,532)</b> |
| <b>Percent Cost Recovery</b>         | <b>78%</b>          | <b>77%</b>          | <b>82%</b>          | <b>70%</b>            | <b>69%</b>            |
| Change in Expense from Previous Year | -                   | \$ 163,300          | \$ 157,638          | \$ 97,620             | \$ (35,537)           |
| Change in Revenue from Previous Year | -                   | \$ 107,401          | \$ 261,733          | \$ (311,488)          | \$ (42,894)           |

**PARK VISITATION**

| Park Unit                     | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|-------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Rough River State Resort Park | Camping         | 9,935         | 10,506        | 8,882         | 9,020         | 6,447         | -35.11%                  |
| Rough River State Resort Park | Cottages        | 5,008         | 5,069         | 5,275         | 5,007         | 4,688         | -6.39%                   |
| Rough River State Resort Park | Lodge           | 12,304        | 12,136        | 13,458        | 12,383        | 11,712        | -4.81%                   |
| Rough River State Resort Park | <b>TOTAL</b>    | <b>27,247</b> | <b>27,710</b> | <b>27,614</b> | <b>26,410</b> | <b>22,847</b> | <b>-16.15%</b>           |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition:

- Primitive campsite (20-30 campsites)
- Water and electric RV sites (35)
- RV bathhouse (1)
- 9-hole golf course (1)
- Mini golf course (1)
- Airport (1)
- Marina (200 slips)
- Tennis courts/basketball courts (2)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Electric sites only (31)
- Standard cabins (8)
- Cottages (9)
- Lodge rooms (42)
- Restaurant (150 seats)
- Group pavilion/picnic pavilion (1)
- Gazebo (1)
- Restrooms (2)
- Roads
- Trail (1)
- Playgrounds (4)
- Headquarters/office (1)
- Pool (1)
- Beach (1)
- Maintenance for park (1)



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**TAYLORSVILLE LAKE STATE PARK**

| Taylorsville Lake State Park         | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 323,918          | \$ 376,397          | \$ 396,852          | \$ 402,982          | \$ 374,879          |
| Revenues                             | \$ 115,667          | \$ 208,147          | \$ 169,156          | \$ 174,259          | \$ 199,662          |
| <b>Total</b>                         | <b>\$ (208,251)</b> | <b>\$ (168,250)</b> | <b>\$ (227,696)</b> | <b>\$ (228,723)</b> | <b>\$ (175,216)</b> |
| <b>Percent Cost Recovery</b>         | <b>36%</b>          | <b>55%</b>          | <b>43%</b>          | <b>43%</b>          | <b>53%</b>          |
| Change in Expense from Previous Year | -                   | \$ 52,479           | \$ 20,455           | \$ 6,130            | \$ (28,103)         |
| Change in Revenue from Previous Year | -                   | \$ 92,480           | \$ (38,991)         | \$ 5,103            | \$ 25,404           |

**PARK VISITATION**

| Park Unit                    | Visitation Type | 2004   | 2005   | 2006   | 2007   | 2008   | Percent Change from 2004 |
|------------------------------|-----------------|--------|--------|--------|--------|--------|--------------------------|
| Taylorsville Lake State Park | Camping         | 14,711 | 15,473 | 14,831 | 16,992 | 17,336 | 17.84%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- RV Campsites (45)
- Equestrian campsites (10)
- Tent campsites (22)
- Bathhouses (2)
- Picnic shelters (2)
- Picnic area RR (1)
- Visitor center (1)
- Playgrounds (2)
- Trails (24 miles)
- Marina (1)
- Roads

**GENERAL THREATS**

Top maintenance priorities:

- Construction of:
  - Swimming pool facility
  - Recreational lodge (not overnight)
  - Country Store/Gift Shop
  - Increase amount of equestrian camping

**WAVELAND STATE HISTORIC SITE**

| Waveland State Historic Site         | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 216,491          | \$ 221,842          | \$ 213,506          | \$ 177,323          | \$ 165,738          |
| Revenues                             | \$ 21,102           | \$ 20,911           | \$ 23,452           | \$ 19,664           | \$ 21,854           |
| <b>Total</b>                         | <b>\$ (195,389)</b> | <b>\$ (200,931)</b> | <b>\$ (190,054)</b> | <b>\$ (157,659)</b> | <b>\$ (143,884)</b> |
| <b>Percent Cost Recovery</b>         | <b>10%</b>          | <b>9%</b>           | <b>11%</b>          | <b>11%</b>          | <b>13%</b>          |
| Change in Expense from Previous Year | -                   | \$ 5,350            | \$ (8,335)          | \$ (36,184)         | \$ (11,584)         |
| Change in Revenue from Previous Year | -                   | \$ (192)            | \$ 2,542            | \$ (3,788)          | \$ 2,190            |

**PARK VISITATION**

| Park Unit                    | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008   | Percent Change from 2004 |
|------------------------------|-----------------|-------|-------|-------|-------|--------|--------------------------|
| Waveland State Historic Site | Museum          | 3,350 | 1,134 | 5,334 | 5,326 | 15,117 | 351.25%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Waveland Historic Site
  - Mansion
  - Slave quarters
  - Smokehouse
  - Ice house
  - Log cabin

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Barn
- Restrooms



**WHITE HALL STATE HISTORIC SITE**

| White Hall State Historic Site       | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 233,121          | \$ 243,783          | \$ 246,721          | \$ 258,124          | \$ 246,537          |
| Revenues                             | \$ 42,872           | \$ 41,223           | \$ 46,903           | \$ 32,744           | \$ 43,256           |
| <b>Total</b>                         | <b>\$ (190,249)</b> | <b>\$ (202,560)</b> | <b>\$ (199,818)</b> | <b>\$ (225,380)</b> | <b>\$ (203,281)</b> |
| <b>Percent Cost Recovery</b>         | <b>18%</b>          | <b>17%</b>          | <b>19%</b>          | <b>13%</b>          | <b>18%</b>          |
| Change in Expense from Previous Year | -                   | \$ 10,662           | \$ 2,939            | \$ 11,403           | \$ (11,587)         |
| Change in Revenue from Previous Year | -                   | \$ (1,649)          | \$ 5,680            | \$ (14,160)         | \$ 10,513           |

**PARK VISITATION**

| Park Unit                      | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|--------------------------------|-----------------|-------|-------|-------|-------|-------|--------------------------|
| White Hall State Historic Site | Museum          | 4,958 | 4,669 | 4,400 | 5,796 | 4,746 | -4.28%                   |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Gift shop/corn crib (1)
- Stone kitchen and loom house (1)
- Ice house (1)
- Smoke house (1)
- Chicken house (1)
- Maintenance shop (1)
- Manager's apartment (1)
- Blacksmith shop (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- House museum (1)
- Public restrooms/old mill (1)
- Picnic grounds (1)

**WICKLIFFE MOUNDS STATE HISTORIC SITE**

| Wickliffe Mounds State Park          | 2004               | 2005               | 2006               | 2007               | 2008               |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenses                             | \$ 44,282          | \$ 105,802         | \$ 117,747         | \$ 116,907         | \$ 113,500         |
| Revenues                             | \$ 12,684          | \$ 34,015          | \$ 41,324          | \$ 34,125          | \$ 36,914          |
| <b>Total</b>                         | <b>\$ (31,597)</b> | <b>\$ (71,787)</b> | <b>\$ (76,423)</b> | <b>\$ (82,782)</b> | <b>\$ (76,586)</b> |
| <b>Percent Cost Recovery</b>         | <b>29%</b>         | <b>32%</b>         | <b>35%</b>         | <b>29%</b>         | <b>33%</b>         |
| Change in Expense from Previous Year | -                  | \$ 61,520          | \$ 11,946          | \$ (840)           | \$ (3,407)         |
| Change in Revenue from Previous Year | -                  | \$ 21,330          | \$ 7,309           | \$ (7,199)         | \$ 2,789           |

**PARK VISITATION**

| Park Unit                   | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|-----------------------------|-----------------|-------|-------|-------|-------|-------|--------------------------|
| Wickliffe Mounds State Park | Museum          | 2,368 | 5,303 | 5,653 | 5,238 | 6,061 | 155.95%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Welcome Center (1)
- Curation/Collection Storage building (1)
- Recreation shelter (1)
- Maintenance sheds (2)
- Archaeology interpretive trail (1)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Lifeways Museum Exhibit Building (1)
- Cemetary Museum Exhibit Building (1)
- Architecture Museum Exhibit Building (1)
- Picnic area (1)
- Woods walk trail (1)



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**WILLIAM WHITLEY HOUSE STATE HISTORIC SITE**

| William Whitley State Historic Site  | 2004               | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 116,630         | \$ 132,629          | \$ 134,074          | \$ 127,922          | \$ 145,012          |
| Revenues                             | \$ 16,691          | \$ 14,201           | \$ 16,796           | \$ 13,410           | \$ 12,608           |
| <b>Total</b>                         | <b>\$ (99,939)</b> | <b>\$ (118,427)</b> | <b>\$ (117,278)</b> | <b>\$ (114,512)</b> | <b>\$ (132,404)</b> |
| <b>Percent Cost Recovery</b>         | <b>14%</b>         | <b>11%</b>          | <b>13%</b>          | <b>10%</b>          | <b>9%</b>           |
| Change in Expense from Previous Year | -                  | \$ 15,999           | \$ 1,446            | \$ (6,152)          | \$ 17,090           |
| Change in Revenue from Previous Year | -                  | \$ (2,490)          | \$ 2,595            | \$ (3,386)          | \$ (803)            |

**PARK VISITATION**

| Park Unit                           | Visitation Type | 2004  | 2005  | 2006  | 2007  | 2008  | Percent Change from 2004 |
|-------------------------------------|-----------------|-------|-------|-------|-------|-------|--------------------------|
| William Whitley State Historic Site | Museum          | 1,869 | 1,806 | 1,949 | 1,885 | 3,951 | 111.40%                  |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- 18<sup>th</sup> century house museum (1)
- Roads
- Park grounds (40 acres)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Large picnic shelter (1)
- Small picnic shelter (1)

**YATESVILLE LAKE STATE PARK**

| Yatesville Lake State Park           | 2004                | 2005                | 2006                | 2007                | 2008                |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenses                             | \$ 963,836          | \$ 1,073,941        | \$ 1,202,340        | \$ 1,164,978        | \$ 1,204,797        |
| Revenues                             | \$ 436,964          | \$ 518,429          | \$ 596,292          | \$ 493,462          | \$ 559,791          |
| <b>Total</b>                         | <b>\$ (526,872)</b> | <b>\$ (555,512)</b> | <b>\$ (606,048)</b> | <b>\$ (671,515)</b> | <b>\$ (645,006)</b> |
| <b>Percent Cost Recovery</b>         | <b>45%</b>          | <b>48%</b>          | <b>50%</b>          | <b>42%</b>          | <b>46%</b>          |
| Change in Expense from Previous Year | -                   | \$ 110,105          | \$ 128,399          | \$ (37,362)         | \$ 39,820           |
| Change in Revenue from Previous Year | -                   | \$ 81,465           | \$ 77,863           | \$ (102,829)        | \$ 66,329           |

**PARK VISITATION**

| Park Unit                  | Visitation Type | 2004          | 2005          | 2006          | 2007          | 2008          | Percent Change from 2004 |
|----------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Yatesville Lake State Park | Camping         | 10,638        | 10,816        | 9,974         | 10,886        | 10,598        | -0.38%                   |
| Yatesville Lake State Park | Golf            | 4,569         | 4,690         | 7,705         | 4,403         | 6,095         | 33.40%                   |
| Yatesville Lake State Park | <b>TOTAL</b>    | <b>15,207</b> | <b>15,506</b> | <b>17,679</b> | <b>15,289</b> | <b>16,693</b> | <b>9.77%</b>             |

**GENERAL STRENGTHS**

Physical Condition of the following facilities are in good condition

- Marina (147 slips, 4 lane boat launching ramp)
- Campground (47 sites 1 shower house with laundry and 6 toilet vaults)
- Golf course (18 holes, pro shop, cart barn, 2 restrooms)
- Golf maintenance (2 buildings, equipment storage shed)
- Picnic shelters – marina area (1 large, 1 small)
- Business office/maintenance building (1)
- Marina parking lot (2)
- Campground boat launching ramp and parking lot (2)
- Marina area trails (4)
- Campground trails (4)

**GENERAL THREATS**

Physical Condition of the following facilities are in fair/poor condition

- Marina playground (1)
- Campground playground (1)



