

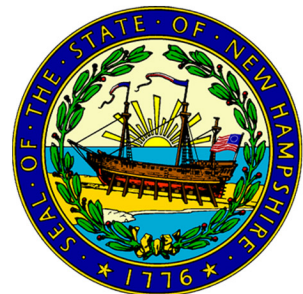


**2006**

**Report of the  
State Parks  
Study Commission**

**AS ESTABLISHED BY  
THE LAWS OF 2005 CHAPTER 276**

**Senator Bob Odell  
Chairman**



## **STATE PARK STUDY COMMISSION**

### **BACKGROUND**

#### **Charge of the State Park Study Commission**

In May of 2005, an act establishing a commission to study the state park system was signed into law as Chapter 276 of the Laws of 2005. The law established the commission to study the mission of the state park system and the Division of Parks and Recreation (RSA 216-A:1), including:

- The continued efficacy of self-funding the state park system
- The leasing of public lands and property to private interests and the circumstances under which such leasing is permissible
- The development of long-term capital improvement plan for the state park system.

The Commission was composed of members from the New Hampshire House of Representatives and Senate; the Commissioner of the Department of Resources and Economic Development; and eight members of the public, one each representing natural resources, cultural resources, tourism, not-for-profit conservation interests, municipal interests, and motorized outdoor recreational interests, and two representing the general public.

#### **Commission Meetings and Public Outreach**

The full Commission met nine times in the last year. In addition, the fiscal sub-committee met six times and four public hearings were held. The committee met at Cannon Mountain Ski Area and the State House. The Commission also visited Franconia Notch State Park, the Wentworth-Coolidge Mansion, and the Hampton Seashell. The four public hearings were held in Concord, Lancaster, Hampton, and Peterborough. Presentations by the State Treasurer, Fish and Game Department, the Division of Historical Resources, the Division of Travel and Tourism, the Division of Parks and Recreation, the Society for the Protection of New Hampshire Forests, Mount Sunapee Resort, and other guests helped inform the Commission on current management and future recommendations.

#### **Acknowledgments**

In addition to the commission members, Allison McLean, Director of the Division of Parks and Recreation, and her staff worked hard to bring together facts, figures, and issues that face the state park system.

#### **Commission Members**

Senator Bob Odell, Chairman  
Senator John Gallus  
Senator Margaret Hassan  
Representative David Campbell  
Representative Michael O'Neil  
Representative Pamela Price  
Representative David Russell  
Honorable Richard Russman

George M. Bald, Commissioner, Department of Resources and  
Economic Development  
Susan Arnold, Appalachian Mountain Club  
Posy Bass, Peterborough Planning Board  
Allen Damren, Assistant Superintendent SAU #6  
Gail Hanson, Executive Director, N.H. Snowmobile Association  
Nancy Kilbride, President, N.H. Travel Council  
John Merkle, Director, N.H. Preservation Alliance  
Richard Ober, Executive Director, Monadnock Conservancy

## Division of Parks and Recreation – Organization and Management

The Division of Parks and Recreation has been in existence since 1961 when the Department of Resources and Economic Development was established, replacing the Forestry Department, Forestry and Recreation Commission, and the Planning and Development Commission. The Department of Resources and Economic Development currently is comprised of the Divisions of Parks and Recreation, Forests and Lands, Travel and Tourism Development, and Economic Development.

The Legislature has provided the Division of Parks and Recreation management direction in RSA 216-A:1;

*It is the intent of the general court that a comprehensive state park system shall be developed, operated, and maintained to achieve the following purposes in order of the following priority:*

- I. To protect and preserve unusual scenic, scientific, historical, recreational, and natural areas within the state.
- II. To continually provide such additional park areas and facilities as may be necessary to meet the recreational needs of the citizens of all regions of the state.
- III. To make these areas accessible to the public for recreational, education, scientific, and other uses consistent with their protection and preservation.
- IV. To encourage and support tourism and related economic activity within the state.

The Division is composed of the following bureaus and offices:

- Parks Bureau
  - Park Operations
    - Central Region
    - South Region
    - Seacoast Region
    - Great North Woods Management Area
    - Mount Washington State Park
  - Retail Services and Reservations
  - Planning and Development
  - Construction and Maintenance
- Trails Bureau
- Cannon Mountain Ski Area
- Community and Public Relations Office

The Division's Parks Bureau manages 73 properties (68,022 acres) and one easement area (142,400 acres) for public access and recreation. In addition, there are many other DRED properties assigned to the Division for oversight, including natural areas, waysides, and trailheads.

State Park lands are managed for a range of values, including forest and wildlife management in cooperation with the Division of Forests and Land and the Fish and Game Department. Only 9,149 acres of the total 201,513 lands managed by DRED are defined as lands that have or plan to have developed recreation and/or administrative facilities or provide moderate to high tourist attraction or user interest and are under the direct management of the Division.

There are 19 state park campgrounds containing 1,313 campsites managed by the Division. The Division offers a range of camping experiences, from camping on remote islands (Umbagog State Park) to an urban oceanfront experience (Hampton Beach State Park).



Beaver Brook Fall Wayside  
Colebrook, N.H.

## State Park Fund

The Division is operationally supported by the State Park Fund established in 1991 by RSA 216-A:3-i. The Division still receives capital funding and other appropriations for special projects from the Legislature. Fees are collected at most developed recreational areas. User fees are approved by the Fiscal Committee of the Legislature. Day use fees are \$3.00/adult and \$1.00/child, New Hampshire residents age 65 and older and children age five and under receive free admission. Parking fees at Wallis Sands and Hampton Beach State Park is \$10.00/vehicle. Camping fees range from \$16.00/night for an undeveloped campsite to \$47.00/night for a site with electric, water, and sewer hookups. Many other fees are collected for use of pavilions, for special events held in parks, and for leases, concessions, and other management agreements. These monies are deposited in the State Park Fund and support the Division.

### State Park Fund Established. –

- I. The state treasurer shall establish a separate and distinct account to be known as the state park fund. The treasurer shall establish within the state park fund separate and distinct accounts known as the park account and the ski area account. The treasurer shall deposit in said accounts actual revenue derived by the commissioner of the department of resources and economic development in excess of budget expenses from fees, services, accommodations, rentals, revenue from lift and tramway operations, retail sales, and net profit from concession operations, and including any federal moneys which become available, and all donations and gifts. The accounts shall be continuing and nonlapsing.
- II. Any funds deposited into the park account and ski account are hereby continually appropriated to and may be expended by the commissioner of the department of resources and economic development only with the prior approval of the governor and council and the fiscal committee, provided that additional funds above those authorized in the budget are necessary for the division of parks and recreation to provide an adequate level of service and maintenance in the state park system, restore park facilities and for proper operation of the state-owned ski areas.

## INTRODUCTION

“New Hampshire State Parks are places of great beauty with a good deal of sentiment attached to them, not only by our own people but by people from throughout the country.”

– Governor Sherman Adams, 1985, in one of his last public speeches

New Hampshire State Parks are the most visible symbols of our natural and cultural heritage, and our citizens take great pride in them. From natural wonders like Franconia Notch and Pisgah to the historic homesteads of Robert Frost and Franklin Pierce, these 73 special places are uniquely New Hampshire.



They add immeasurably to quality of life and are a cornerstone of our tourism economy. In public testimony, citizen after citizen told the Commission how important these places are in their lives and communities. The mission of State Parks was clearly defined by the Legislature in RSA 216: A-1, which is cited above.

It is clear to the Commission that the challenges to achieving this mission for our magnificent park system are very real. New Hampshire is the only state in the nation that attempts to fund its parks exclusively with the revenues earned at the facilities, and it has produced a systemic operating deficit. In addition, there have been

no major system-wide capital investments since 1963, and our parks are saddled with a backlog of unmet capital improvement needs and a long list of deferred maintenance. As a result, many parks and historic sites show serious signs of neglect and are frequently closed, disappointing visitors and wasting revenue opportunities. The Commission has concluded that self-funding alone cannot sustain the park system into the future.

At the same time, the opportunities are even greater than the challenges, but they are not being maximized. The properties themselves include some of the most important natural and historic resources in New England. The Division of Parks and Recreation is staffed with dedicated and talented professionals who perform very well under difficult circumstances. Dozens of non-profit organizations and hundreds of volunteers contribute time and talents, and could be asked to do even more. Research shows that outdoor recreation is the primary reason visitors come to New Hampshire, other than visiting family, and tourism is our second largest industry. New Hampshire consistently ranks among the most livable states in the nation, in no small part because of the quality of our environment.

In the words of State Parks Director Allison McLean, “Our challenge in New Hampshire is how to meet the emerging recreation demands while still providing the expected traditional experience at State Parks. Outdoor recreation is evolving and the needs of the future will not necessarily reflect those of today. How we plan the future of our Park System is the key to assuring that same quality experience for all our guests that helps create healthy communities and a promising future for the unique public lands entrusted to our care.”

The Commission agrees. It is in that spirit that we offer the following findings and recommendations.

## **FINDINGS AND RECOMMENDATIONS**

### **FINDING #1: HISTORIC SITES**

Buildings at certain State Historic Sites, including the homesteads of Robert Frost in Derry and Benning Wentworth in Portsmouth, are deteriorating badly. Immediate action is needed to save these unique historic resources and to protect public safety. Historic sites do not generate sufficient revenue to cover costs and are a drain on the park system budget.

#### **Recommendations:**

- 1.1** A Bureau of Historic Sites should be established within the Division of Parks and Recreation, and the existing partnership with the Department of Cultural Resources – Division of Historic Resources should be strengthened and formalized.
  
- 1.2** The new Bureau of Historic Sites should be funded as a line item within the Division’s budget from the general fund. The new bureau should be encouraged to engage in fundraising and other activities to generate additional revenue to help support operations, maintenance, and preservation. The Commission affirms that preservation and maintenance of the historic sites is the central mission of the new bureau.

### **FINDING #2: CAPITAL IMPROVEMENTS**

The state has not made a significant capital investment in the state park system since 1961, and that was primarily for land acquisition. Much of the system’s physical infrastructure is outdated and in disrepair, with deferred maintenance costs growing annually. The results of inadequate capital investment are declining visitor services, lost opportunities for strategic park expansions, and lost potential revenue. Now is the time to address the problem before the costs, and negative impacts on the system, spiral out of control.



White Island Light Tower  
Isles of Shoals, N.H.

**Recommendation:**

**2.1** The Legislature should approve two bonds totaling \$20 million in succeeding bienniums. The Commission believes that is the minimum necessary to meet the most urgent needs in the state park system. As part of a request to the legislature, the Director of Parks will provide a detailed and prioritized plan for the expenditure of these funds, including the impact on revenue generation throughout the park system. The plan should include already identified needs such as those in the Hampton Beach Master Plan, deferred maintenance, park acquisition and expansion, and system-wide initiatives to improve facilities and amenities. A portion of the funds in the first biennium should be used to advance the Strategic Plan in #3, below. For additional detail about capital funding needs, see Appendix C.

**FINDING #3: STRATEGIC PLAN**

Twenty years have passed since the last long-range plan for State Parks. Since then there have been many changes, including the self-funding mandate, increases in the population of visitors and residents, and years of heavy use of many parks. The Commission identified a number of areas that should be addressed through a comprehensive and integrated master plan.

**Recommendation:**

**3.1** The Division should contract with an independent and experienced firm to conduct a comprehensive strategic plan, which should be updated regularly. The Advisory Council, above, should be involved in this process, which should be funded in the first biennium of the capital improvement bond (Finding #2). Among other factors, the strategic plan should include:

- A full evaluation of facilities, profit and loss, and usage of each state park. Current usage should be compared to general market trends.
- A review of the marketing and booking arrangements to identify if the State has the opportunity to expand the day rental of its facilities to maximize income.
- Uniform standards for managing facility day usage, including fee structures, booking procedures, and a system for monitoring use.
- A comprehensive analysis of the potential and mechanisms for leasing, outsourcing, and/or other public/private partnerships within the state park system to increase revenues and operating efficiencies while continuing to meet the legislative intent of RSA 216-A:1.
- An evaluation of overall park operations to identify strengths and weakness and to identify future directions for operations and revenue generation.



New Hampshire State Parks Reservations Call Center  
Concord, N.H.



Rollins State Park  
Warner, N.H.

**FINDING #4:**

**FUNDING AND PUBLIC-PRIVATE PARTNERSHIPS**

There are unmet revenue and cost-savings opportunities within the State Park System. Certain services and parks are in such high demand that fees could be restructured immediately. There is a trend in other states toward public-private partnerships and innovative strategies to reduce operating costs, increase income, and create new revenue streams. The Commission finds that such strategies are important components of an integrated strategy to fund capital improvements, ongoing operations, park expansion and acquisition, and other unmet needs. Any new approach must keep at the forefront the need to balance increasing net revenues with the state's unique stewardship obligations to these public natural and cultural resources. The Commission finds that non-profit organizations and volunteers already contribute tens of thousands of hours annually to the operation of parks and historic sites.

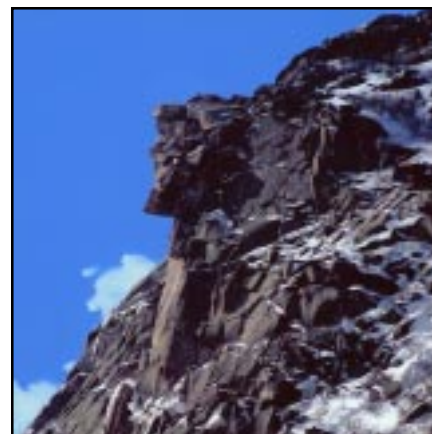
**Recommendations:**

- 4.1 An immediate analysis of the current in-house retail and food services should be conducted with the goal of determining the viability of outsourcing these services.
- 4.2 As part of a comprehensive Strategic Plan (described in 5.2), the state should analyze the costs and benefits of additional public-private partnerships such as leasing; outsourcing custodial, maintenance, and reservations; concession licenses; corporate sponsorships; and other ways to increase net revenues and improve operations.
- 4.3 The marketing of and fees for "flagship" parks such as Hampton Beach, Franconia Notch, Bear Brook, Greenfield, White Lake, and Pawtuckaway should be restructured in order to maximize revenue. Sales of system-wide parking passes should be considered, as is done by the U.S. Forest Service in the White Mountain National Forest. Increases to the fee structure of the state's picnic pavilions and campground sites should be considered, as demand is so strong that these sites often sell out within hours of becoming available.
- 4.4 The Division should leverage its limited resources further by developing new incentives to encourage non-profit clubs, friends groups, and other organizations to assist with trail and building maintenance, interpretation, scientific research, visitor services, and other activities.
- 4.5 The Division and the Legislature should explore establishing a statewide private Parks Trust and/or Friends of New Hampshire Parks, based on the experience of other states, to assist with private fundraising and other activities to increase revenue and visibility.
- 4.6 All operational agreements should be reviewed, such as service contracts, memorandums of understanding, special-use permits, short-term leases, park-specific deed requirements, friends groups, partners, and philanthropic group contracts.



**FINDING #5: OVERSIGHT AND ADVICE**

The Division of Parks and Recreation would benefit from a comprehensive financial audit, more formal citizen input, consistent legislative oversight, and clarification of enabling statutes. There is tremendous interest and untapped potential among partners, policymakers, and citizens in helping the Division maximize its opportunities.



**Recommendations:**

- 5.1 The Legislative Budget Assistant should conduct an audit of the State Parks System. The audit should address such issues as cash control, cash flow management, and security issues
- 5.2 A statewide advisory council consisting of both public and private members should be established as an extension of the study commission established in SB5. The council will provide advice to the Director of Parks, as well as act as an advocate for the park system going forward. The immediate responsibility of this advisory committee should be to help explain the recommendations in this report to the Legislature, general public, and key stakeholder groups.
- 5.3 The Director of Parks should prepare an annual report and appear before the relevant standing committees of the House and Senate at least annually to review operations and plans.
- 5.4 The Department of Resources and Economic Development shall review current relevant statutes in order to propose change to improve efficiency and reduce redundancy in its delegation of responsibilities. The relevant standing committees of the House and Senate will ensure that a re-codification process is carried out.

**APPENDICES**

- A Properties Managed by the Division
- B National Association of State Park Directors Annual Report - NH Trends spreadsheets
- C Division of Parks and Recreation Capital Budget Projects and Capital Improvement Bond Vision
- D Recommended Treatments - N.H. State Historic Sites From Conservation Assessment Program (CAP) Reports
- E Statutes Governing Division of Parks
- F Graphs of Park Fund Balances Over Time
- G Division Partnerships, Committees, Commissions, Friends Groups
- H Existing Leases, Concessions, and Other Management Agreements
- I Report and Recommendations of the Finance Subcommittee of the SB5 State Parks Commission
- J Roles for the Private Sector in State Parks Systems - *A Policy Brief for the State of N.H.*
- K Public Comments on the State Parks Study Commission Draft Report

## Appendix A

**PROPERTIES MANAGED BY THE DIVISION**

Name	Town
Ahern State Park	Laconia
Annett Wayside in Annett State Forest	Rindge
Bear Brook State Park	Allenstown, Candia, Deerfield, Hooksett
Bear's Den Natural Area	Gilsum
Beaver Brook Falls Natural Area	Colebrook
Bedell Bridge Historic Site	Haverhill
Beecher Falls Recreation Trail	Stewartstown
Belletete Trailhead	Sharon
Bradford Pines Natural Area	Bradford
Cardigan Mountain State Forest	Orange
Carroll Recreation Trail	Carroll
Chesterfield Gorge Natural Area	Chesterfield
Coleman State Park	Stewartstown
Connecticut Lakes Headwaters Forest	Clarksville, Pittsburg, Stewartstown
Crawford Notch State Park	Hart's Location, Livermore
Deer Mountain Campground	Pittsburg
Dixville Notch State Park	Dixville
Echo Lake-Cathedral Ledge State Park	Bartlett, Conway, Hale's Location
Eisenhower Memorial Area	Crawford's Purchase
Eldridge Recreation Trail	Ossipee
Ellacoya State Park	Gilford
Endicott Rock Historic Site	Laconia
Forest Lake State Park	Dalton
Fort Constitution Historic Site	New Castle
Fort Stark Historic Site	New Castle
Franconia Notch State Park	Franconia, Lincoln

Name	Town
Frost Farm Historical Site	Derry
Gardner Wayside in Gile State Forest	Springfield, Wilmot
Governor Wentworth Historic Site	Wolfeboro
Greenfield State Park	Greenfield
Greenville Branch Recreation Trail	Greenville
Hampton Beach State Park	Hampton
Hannah Duston Historic Site	Boscawen
Heath Pond Bog Natural Area	Effingham, Ossipee
Honey Brook State Forest	Lempster
Indian Stream Recreation Trail	Pittsburg
Jenness Beach State Park	Rye
Jericho Lake State Park	Berlin
Kearsarge Mountain State Forest (Winslow State Park)	Warner, Wilmot
Kingston State Park	Kingston
Lake Francis State Park	Pittsburg
Lake Tarleton State Park	Piermont
Madison Boulder Natural Area	Madison
Milan Hill State Park	Milan
Miller State Park	Peterborough, Temple
Mollidgewock State Park	Errol
Monadnock State Park	Jaffrey
Moose Brook State Park	Gorham
Mount Major State Forest	Alton
Mount Sunapee State Park	Goshen, Newbury
Mount Washington State Park	Sargent's Purchase
Nansen Ski Jump	Milan

Appendix A

**PROPERTIES MANAGED BY THE DIVISION**

Name	Town
Nansen Wayside Area	Milan
North Hampton State Park	North Hampton
Northwood Meadows State Park	Northwood
Odiorne Point State Park	Rye
Ossipee Lake Natural Area	Ossipee
Pawtuckaway State Park	Deerfield, Nottingham, Raymond
Pierce Homestead Historic Site	Hillsborough
Pillsbury State Park	Goshen, Lempster, Newbury, Washington
Pisgah State Park	Chesterfield, Hinsdale, Winchester
Plummer's Ledge Natural Area	Wentworth
Profile Recreation Trail	Bethlehem
Rhododendron State Park	Fitzwilliam, Richmond, Troy
Rockingham Recreation Trail	Danville, Derry, Fremont, Hampstead, Sandown, Windham
Rollins State Park	Warner
Rye Harbor State Park	Rye
Sculptured Rocks Geologic Site	Groton
Silver Lake State Park	Hollis
Smith's Ferry Heritage Park	Manchester
Sugar River Recreational Trail	Claremont
Umbagog State Park	Cambridge, Errol
Upper Coos Branch Recreation Trail	Stratford
Wadleigh State Park	Sutton
Wallis Sands State Park	Rye
Warren Recreational Trail	Warren
Webster Birthplace Historic Site	Franklin
Weeks State Park	Lancaster

Name	Town
Wellington State Park	Alexandria, Bristol, Wolfeboro
Wentworth State Park	Wolfeboro
Wentworth-Coolidge Historic Site	New Castle, Portsmouth
White Island Historic Site	Rye
White Lake State Park	Tamworth
Woodsville to Groveton Recreation Trail	Lancaster

**Flagship Parks**

**State Historic Sites**

Bear Brook State Park	Endicott Rock Historic Site
Franconia Notch State Park	Fort Constitution Historic Site
Greenfield State Park	Fort Stark Historic Site
Hampton Beach State Park	Pierce Homestead Historic Site
Pawtuckaway State Park	Webster Birthplace Historic Site
White Lake State Park	Weeks State Park
Jericho Lake State Park	Frost Farm Historical Site
	Governor Wentworth Historic Site
	Hannah Duston Historic Site
	Wentworth-Coolidge Historic Site
	White Island Historic Site

Appendix B  
**NATIONAL ASSOC. OF STATE PARK DIRECTORS ANNUAL REPORT**  
**NH TRENDS SPREADSHEET**  
 Facilities

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>Improved Campsites</b>										
Areas	13	13	12	12	12	3	3	3	3	15
Number of Year Round	28	27	28	35	35	-	-	-	-	21
Seasonal	1092	1083	1052	1081	1081	68	68	68	68	1044
Total	1133	1123	1092	1128	1128	71	71	71	71	1080

<b>Primitive Campsites</b>										
Areas	8	8	9	6	6	13	13	13	13	-
Number of Year Round	-	-	-	-	-	21	21	21	21	-
Seasonal	193	190	203	200	200	1060	1060	1060	1060	-
Total	201	198	212	206	206	1094	1094	1094	1094	0

<b>Cabins &amp; Cottages</b>										
Areas	1	1	1	1	-	-	-	1	1	-
Number of Year Round	-	-	-	-	-	-	-	-	-	-
Seasonal	3	3	3	3	-	-	-	5	5	-
Total	4	4	4	4	0	0	0	6	6	0

<b>Group Facilities</b>										
Areas	-	-	-	-	-	-	-	-	1	1
Number of Year Round	-	-	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-	-	7
Total	0	0	0	0	0	0	0	0	1	8

<b>Ski Slopes</b>										
Areas	1	1	1	1	1	1	2	2	2	2
Number of Year Round	-	-	-	-	-	-	-	-	-	-
Seasonal	1	1	1	1	1	1	2	2	2	2
Total	2	2	2	2	2	2	4	4	4	4

<b>Marinas</b>										
Areas	-	2	2	2	2	2	2	2	2	2
Number of Year Round	-	-	-	-	-	-	-	-	-	-
Seasonal	-	2	2	2	2	2	2	2	2	2
Total	0	4	4	4	4	4	4	4	4	4

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**NH TRENDS SPREADSHEET**  
Attendance

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>Fee Areas</b>										
Day	1,189,284	1,790,721	1,754,096	1,255,349	1,600,510	1,432,214	660,000	660,000	951,210	1,524,851
Overnight	234,540	246,103	285,702	238,937	260,968	217,717	250,000	250,000	226,356	211,879
<b>Total</b>	<b>1,423,824</b>	<b>2,036,824</b>	<b>2,039,798</b>	<b>1,494,286</b>	<b>1,861,478</b>	<b>1,649,931</b>	<b>910,000</b>	<b>910,000</b>	<b>1,177,566</b>	<b>1,736,730</b>

<b>Non-Fee Areas</b>										
Day	1,427,141	4,724,383	4,649,395	3,632,340	2,500,000	2,031,100	0	0	0	0
Overnight	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,427,141</b>	<b>4,724,383</b>	<b>4,649,395</b>	<b>3,632,340</b>	<b>2,500,000</b>	<b>2,031,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total of All Areas</b>										
Day	2,616,425	6,515,104	6,403,491	4,887,689	4,100,510	3,463,314	660,000	660,000	951,210	1,524,851
Overnight	234,540	246,103	285,702	238,937	260,968	217,717	250,000	250,000	226,356	211,879
<b>Total</b>	<b>2,850,965</b>	<b>6,761,207</b>	<b>6,689,193</b>	<b>5,126,626</b>	<b>4,361,478</b>	<b>3,681,031</b>	<b>910,000</b>	<b>910,000</b>	<b>1,177,566</b>	<b>1,736,730</b>

<b>Overnight Visitors By Type of Accomodation</b>										
Campers	234,540	246,103	285,702	238,937	260,968	217,717	250,000	250,000	220,000	211,879
Cabins	0	0	0	0	0	0	0	0	0	0
Lodges	0	0	0	0	0	0	0	0	0	0
Group Facilities	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>234,540</b>	<b>246,103</b>	<b>285,702</b>	<b>238,937</b>	<b>260,968</b>	<b>217,717</b>	<b>250,000</b>	<b>250,000</b>	<b>220,000</b>	<b>211,879</b>

<b>Number of Campsite Nights Rented</b>										
Year-Round	565	27	28	35	35	1,167	1,600	1,600	1,600	1,500
Seasonal	49,966	1,273	1,255	1,281	1,281	62,205	62,000	62,000	62,000	56,500
<b>Total</b>	<b>50,531</b>	<b>1,300</b>	<b>1,283</b>	<b>1,316</b>	<b>1,316</b>	<b>63,372</b>	<b>63,600</b>	<b>63,600</b>	<b>63,600</b>	<b>58,000</b>
Days in Season	143	143	143	143	148	153	150	150	150	150

<b>Number of Cabins/Cottages Rented</b>										
Year-Round	0	0	0	0	0	0	0	0	0	0
Seasonal	0	3	3	3	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Days in Season	0	143	143	143	0	0	0	0	0	0

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**NH TRENDS SPREADSHEET**  
 Capital Improvements - Land Acquisition

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>Buy Purchase</b>										
Acreage	146,318	0	0	58	26	10	0	0	47	10
Cost	\$15,646,000.00	\$0.00	\$0.00	\$1,767,000.00	\$52,600.00	\$220,950.00	\$0.00	\$0.00	\$95,000.00	\$437,500.00
<b>By Other Means</b>										
Acreage	0	0	0	124	74	22	0	28	207	0
Value	\$0.00	\$0.00	\$0.00	\$80,500.00	\$52,500.00	\$474,650.00	\$0.00	\$10,300.00	\$0.00	\$0.00
Total Acreage	146,318	0	0	182	100	32	0	28	254	10
New Construction Costs	\$4,219,590.00	\$1,833,527.00	\$321,218.00	\$269,813.00	\$6,840,000.00	\$97,426.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00

Appendix B  
**NATIONAL ASSOC. OF STATE PARK DIRECTORS ANNUAL REPORT**  
**NH TRENDS SPREADSHEET**  
 Financing - Expenditures

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>Operating Expenditures</b>										
Total Operating Expenses	\$8,499,902.00	\$7,595,496.00	\$7,749,805.00	\$7,489,150.00	\$4,719,702.00	\$4,036,580.00	\$5,345,107.00	\$5,160,388.00	\$4,039,481.00	\$8,422,885.00
General Fund	\$0.00	\$7,595,496.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,673,030.00
Park Generated Revenues	0	0	7749805	748150	4719702	0	0	0	0	0
Revenues Unappropriated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,036,580.00	\$5,345,107.00	\$5,492,017.00	\$0.00	\$0.00
Revenues Appropriated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,749,855.00
Dedicated Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Federal Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$8,499,902.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
All Sources	\$0.00	\$0.00	\$0.00	\$0.00	\$4,179,702.00	\$4,036,580.00	\$5,345,107.00	\$5,160,388.00	\$4,039,481.00	\$8,422,855.00
<b>Capital Expenditures</b>										
Park Generated Funds	\$47,800.00	\$53,745.00	\$251,294.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$800,000.00
General Funds	\$3,312,377.00	\$0.00	\$0.00	\$1,680,374.00	\$7,100,000.00	\$482,500.00	\$248,647.00	\$0.00	\$2,007,481.00	\$800,000.00
Dedicated Funds	\$106,800.00	\$1,437,824.00	\$6,000.00	\$4,711,640.00	\$100,000.00	\$372,736.00	\$0.00	\$0.00	\$0.00	\$0.00
Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Federal Funds	\$685,000.00	\$341,958.00	\$63,924.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$120,000.00	\$0.00	\$0.00	\$0.00	\$740,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Capital Expenditures	\$4,271,977.00	\$1,833,527.00	\$321,218.00	\$6,392,014.00	\$8,190,000.00	\$855,236.00	\$248,647.00	\$0.00	\$2,007,481.00	800000
<b>Park's Share of State Expenditures</b>										
Total State Expenditures	\$3,944,374,848.00	\$3,854,372,988.00	\$2,773,371,474.00	\$2,724,342,544.00	\$2,820,106,296.00	\$2,797,452,000.00	\$2,606,633,204.00	\$3,240,034,000.00	\$2,810,148,000.00	\$1,700,000,000.00
State Park Operating Budget	\$8,499,902.00	\$7,595,496.00	\$7,749,805.00	\$7,849,150.00	\$4,719,702.00	\$4,036,580.00	\$5,345,107.00	\$6,062,991.00	\$0.00	\$1,647,053.00
% Of State Budget	0.22%	0.20%	0.28%	0.27%	0.17%	0.14%	0.205%	0.19%	0.00%	0.10%



Appendix B  
**NATIONAL ASSOC. OF STATE PARK DIRECTORS ANNUAL REPORT**  
**NH TRENDS SPREADSHEET**

Financing - User Fees

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>Adult - Individual</b>										
Areas	44	44	32	34	34	34	34	34	34	41
Resident	\$0.00	\$3.00	\$3.00	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Variable Resident	\$3-\$10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Non-Resident	\$0.00	\$3.00	\$3.00	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Variable Non-Resident	\$3-\$10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

<b>Passenger Vehicle</b>										
Areas	2	2	2	2	2	0	0	0	0	1
Resident	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5-8
Variable Resident	\$5-\$11	\$5-\$8	\$5-\$9	\$5-\$10	\$5-\$11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Non-Resident	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5-8
Variable Non-Resident	\$5-\$11	\$5-\$8	\$5-\$9	\$5-\$10	\$5-\$11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

<b>Adult Individual/Bus</b>										
Areas	46	44	32	34	34	34	34	34	34	41
Resident	\$0.00	\$0.00	\$0.00	\$2.00	\$2.50	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Variable Resident	\$0-\$10	\$1-\$5	\$2-\$4	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Non-Resident	\$0.00	\$0.00	\$0.00	\$2.00	\$2.50	\$2.00	\$2.00	\$2.00	\$0.00	\$2.00
Variable Non-Resident	\$0-\$10	\$1-\$5	\$2-\$4	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

<b>Senior Citizen Pass</b>										
Areas	0	0	0	0	0	0	0	0	34	43
Resident	0	0	0	0	0	0	0	0	FREE	FREE
Variable Resident	0	0	0	0	0	0	0	0	0	0
Non-Resident	0	0	0	0	0	0	0	0	\$35.00	\$35.00
Variable Non-Resident	0	0	0	0	0	0	0	0	0	0

<b>LODGING RENTAL FEES</b>										
<b>Lodge Rooms</b>										
Minimum	0	0	0	0	0	0	0	0	0	0
Maximum	0	0	0	0	0	0	0	0	0	0
<b>Cabins/Cottages</b>										
Minimum	\$65.00	\$30.00	\$65.00	\$65.00	\$0.00	\$20.00	\$20.00	\$20.00	\$20.00	\$0.00
Maximum	\$65.00	\$65.00	\$65.00	\$93.00	\$0.00	\$20.00	\$20.00	\$20.00	\$20.00	\$0.00

<b>CAMPSITE RENTAL FEES</b>										
<b>Improved</b>										
Minimum	\$24.00	\$24.00	\$12.00	\$12.00	\$12.00	\$14.00	\$30.00	\$0.00	\$0.00	\$0.00
Maximum	\$35.00	\$35.00	\$22.00	\$22.00	\$22.00	\$20.00	\$30.00	\$0.00	\$0.00	\$0.00
<b>3 Hook-Up Improved</b>										
Minimum	\$20.00	\$22.00	\$24.00	\$24.00	\$24.00	\$30.00	\$30.00	\$30.00	\$30.00	\$24.00
Maximum	\$24.00	\$24.00	\$35.00	\$35.00	\$35.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
<b>2 Hook-up Improved</b>										
Minimum	\$20.00	\$20.00	\$22.00	\$22.00	\$22.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Maximum										

<b>VEHICLE PARKING</b>										
Areas	9	0	0	0	0	2	2	2	2	2
Resident	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35.00	\$5.00	\$5-\$8	\$5-\$8
Variable Resident	\$2-\$10	\$0.00	\$0.00	\$0.00	\$0.00	\$5-\$8	\$0.00	\$0.00	\$0.00	\$0.00
Non-Resident	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35.00	\$5.00	\$5-\$8	\$5-\$8
Variable Non-Resident	\$2-\$10	\$0.00	\$0.00	\$0.00	\$0.00	\$5-\$8	\$0.00	\$0.00	\$0.00	\$0.00

<b>Annual Pass</b>										
Areas	44	41	34	34	34	34	34	34	34	43
Resident	\$0.00	\$0.00	\$0.00	\$40.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35-\$105
Variable Resident	\$10-\$50	\$50.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Non-Resident	\$0.00	\$0.00	\$0.00	\$40.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35-\$105
Variable Non-Resident	\$10-\$50	\$50.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

<b>Campsite Reservation User Fees</b>										
Campsite Reservation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
How Many Days in Advance	3	3	7	7	7	150	150	150	150	0
Reservation Fee Charged	Yes	Yes	Yes	Yes	-	-	-	No	No	No
Reservation Fee Minimum	3	3	3	3	0	0	0	0	0	0
Maximum	3	3	3	3	0	0	0	0	0	0
Fee Non-Refundable	Yes	Yes	Yes	Yes	0	0	0	No	0	No
No. People Allowed Per Site	5	5	5	5	5	5	5	5	5	Family
Dogs Allowed Overnight	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Appendix B  
**NATIONAL ASSOC. OF STATE PARK DIRECTORS ANNUAL REPORT**  
**NH TRENDS SPREADSHEET**  
 Financing - Revenue Sources

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>Revenue Generated Form</b>										
Entrance Fees	\$2,321,849.00	\$2,861,622.00	\$2,417,621.00	\$5,488,876.00	\$7,256,418.00	\$2,488,289.00	\$3,127,174.00	\$2,847,569.00	\$0.00	\$2,877,129.00
Camping	\$1,717,756.00	\$1,702,439.00	\$1,729,742.00	\$1,401,649.00	\$1,447,598.00	\$1,152,978.00	\$1,357,119.00	\$0.00	\$857,391.00	
Cabins-Cottages	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Lodges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Group Facilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Restaruant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Concessions	\$40,489.00	\$47,868.00	\$50,012.00	\$2,831,925.00	\$1,187,191.00	\$99,727.00	\$1,294,604.00	\$1,287,329.00	\$468,231.00	
Beaches/ Pools	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$3,395,510.00	\$3,348,982.00	\$3,310,404.00	\$2,268,670.00	\$0.00	\$966.00	\$0.00	\$0.00	\$0.00	\$138,007.00
<b>Total Operations</b>	<b>\$7,475,604.00</b>	<b>\$7,960,911.00</b>	<b>\$7,507,779.00</b>	<b>\$11,991,120.00</b>	<b>\$9,891,207.00</b>	<b>\$3,741,960.00</b>	<b>\$5,778,897.00</b>	<b>\$4,134,898.00</b>	<b>\$1,325,622.00</b>	<b>\$3,015,136.00</b>

State Taxes/Fees Dedicated to Park & Recreation	<i>NO INFORMATION FOUND FOR THIS CATEGORY PRIOR TO 2000</i>									
Park User & Entrance Fees & Permits	Yes	Yes	Yes	Yes						
Motor Fuel Taxes	Yes	Yes	Yes	No						
Snow-Mobiles	Yes	Yes	Yes	No						
OHV's/ATV's	Yes	Yes	Yes	No						
Boats	No	No	No	No						
Lottery	No	No	No	No						
Real Estate Transfer Tax	No	No	No	No						
Motor Vehicle Plates/Permits	Yes	Yes	Yes	No						
Hunting Licenses	No	No	No	No						
Employee Housing Payments	No	No	No	No						
Lease Permits (ski, Lake, Agr.)	No	Yes	Yes	No						

Appendix B  
**NATIONAL ASSOC. OF STATE PARK DIRECTORS ANNUAL REPORT**  
**NH TRENDS SPREADSHEET**  
 Personnel - Number of Positions

	Fiscal Year Ending									
	2004	2002	2001	2000	1999	1998	1997	1996	1995	1992
<b>CENTRAL OFFICE PERSONNEL</b>										
<b>Park Professional</b>										
Full Time	19	17	17	14	12	12	12	12	15	15
Part-Time	0	0	0	0	0	0	0	0	0	1
Seasonal	0	0	0	0	0	0	0	0	0	0
<b>Other Staff</b>										
Full time	4	4	4	3	3	3	31	4	3	5
Part-Time	0	0	0	0	0	0	0	1	0	0
Seasonal	0	0	0	10	0	0	0	0	0	0
<b>FIELD POSITIONS</b>										
<b>Field Professionals</b>										
Full Time	25	24	24	34	5	5	0	9	15	20
Part-Time	0	0	0	0	0	0	2	2	0	0
Seasonal	363	366	366	425	400	400	0	500	525	0
<b>Other Staff</b>										
Full Time	0	0	0	0	0	0	0	0	0	0
Part-Time	5	0	0	0	0	0	0	0	0	0
Seasonal	120	0	0	0	0	0	0	0	0	989
<b>Total Personnel Positions</b>										
Full Time	48	45	45	51	20	20	23	25	33	40
Part-Time	0	0	0	0	0	0	2	3	0	1
Seasonal	363	366	366	435	400	400	450	500	525	989
Grand Total	411	411	411	485	420	420	475	528	528	1030
# Wearing Uniforms	388	390	390	425	400	400	460	511	540	950
Number Of Divisions	4	1	3	3	3	3	3	3	5	5

SUPPLEMENTAL LISTING OF SELECTED FIELD POSITIONS BY TITLE (not inclusive of all field positions)										
<b>Administrative Support</b>	<i>NO INFORMATION PRIOR TO 1998</i>									
Full Time	4	3	3	1	0	3				
Part-Time	0	0	0	0	0	0				
Seasonal	0	0	0	0	0	0				
<b>Rangers</b>										
Full Time	16	16	16	8	5	5				
Part-Time	0	0	0	0	0	0				
Seasonal	27	27	27	40	30	30				
<b>Maintenance Workers</b>										
Full Time	5	5	5	25	0	0				
Part-Time	0	0	0	0	0	0				
Seasonal	333	333	333	385	365	3				
<b>Interpreter/Naturalist</b>										
Full Time	0	0	0	0	0	0				
Part-Time	0	0	0	0	0	0				
Seasonal	3	3	3	5	5	5				

Appendix B  
**NATIONAL ASSOC. OF STATE PARK DIRECTORS ANNUAL REPORT**  
**NH TRENDS SPREADSHEET**  
 Park Support Group

	<b>Fiscal Year Ending</b>									
	<b>2004</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>	<b>1997</b>	<b>1996</b>	<b>1995</b>	<b>1992</b>
<b>Support Groups</b>	<i>None noted for fiscal year 1992</i>									
System Wide	No	No	No	No	No	No	No	No	No	
Individual Park	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
How Many	32	32	32	32	32	32	32	32	32	
<b>Endowment Funds</b>										
System Wide	No	No	No	No	No	No	No	No	No	
Individual Park	No	No	No	No	No	No	No	No	No	
How Many	0	0	0	0	0	0	0	0	0	

## Appendix C

### **Division of Parks and Recreation Capital Budget Projects**

The Division of Parks and Recreation is responsible for the maintenance and upkeep of over 700 buildings and associated utilities and infrastructure in over 43 developed properties. The oldest buildings in the Division's care are the historic sites which require specialized care and skills. Most of the other buildings are less than 50 years old with some of the Division's largest and most popular facilities developed 40 years ago (White Lake, Pawtuckaway, Greenfield and Hampton Beach).

A strategic plan has been recommended in the State Park Study Commission report to include a capital improvement plan. The process of identifying capital budget projects begins approximately 18 months before the start of each biennial period. Facilities management staff compiles suggestions for major projects and the division directors set priorities for each of DRED's four divisions. Preliminary cost estimates are made by the Operations and Project Management Bureau for the projects with the highest priority. With this information in hand, the Commissioner, the Business Administrator, and the Directors cull from the compilation of projects a short list in order of priority to be submitted to Administrative Services. Administrative Services, in turn, passes the list to the Bureau of Public Works to verify feasibility and cost estimates. Modifications to the list are made as deemed necessary in consultation with DRED's commissioner.

This vetted list is next presented to the legislative capital appropriations committees in the House and Senate through a series of budget hearings. Directors and senior staff present their budget requests, explain the importance of their requests for their divisions and answer questions from the legislators. The legislators have the task of hammering out which items from each division to include in a capital budget appropriations bill, balancing the needs of all the state agencies with the available funds. Their schedule calls for voting a budget before the start of the fiscal biennium on July 1.

Below are the general categories of capital projects the Division of Parks and Recreation could request in the biennial budget process.

New Buildings	Building Reconfiguration
Visitors Centers	Additions
Toilet buildings	Renovations
Building Replacement	Remodeling
Visitors Centers	Accessibility improvements
Bath houses	Roads and Parking Lots
Toilet Buildings	Paving
Major Building Maintenance	Guard rails
Roofing	Striping
Painting & Siding	Drainage improvements
Window replacement	

Beach Improvements

- Dredge & Fill of migrating sand
- Grading of beaches

Water Systems

- New wells
- Pump stations
- Distribution piping

Waste Water Treatment Systems

- New subsurface disposal systems
- New Leach fields
- Effluent pumping stations
- Replacement Septic tanks
- UV disinfecting systems

Electrical Systems

- New Electrical services
- Underground Wiring
- Panel & Switch gear replacement
- Transformer replacement
- Generators

Bridges

- Trail bridge repair
- Trail bridge construction
- Bridge Repair

Dams

- Replacement of existing dams
- Repair of dams

Ski Area Improvements

- Ski Trail Construction
- Ski Lift Installation & Upgrades
- Snow making systems

Sea walls

- Seawall Repair
- Seawall re-construction

Communication Systems

- Phone lines
- Cable TV & Broadband
- Internet

Underground Storage Tank

- Maintenance
- Replacement

Heat & Air Conditioning Systems

- Installation of new systems
- Upgrade existing equipment
- Replacement of boilers

Landscape Improvements

- New & Rehab of campsites
- New & Rehab of picnic areas
- Construction of paths & walkway
- Resurfacing of trails & walkways
- Installation of playgrounds

**Division of Parks and Recreation  
Capital Improvement Bond Vision  
As presented at the June 1, 2006 Meeting of the State Park Study Commission**

***I. Purpose & Mission Statement***

The last system-wide capital bond for development of state parks was issued in 1961 for \$9,000,000. The flagship facilities developed with this investment in 1961 are now undersized, costly to maintain, and the infrastructure is at the end of its useful life.

***II. Scope***

The Division requests a \$20,000,000 capital improvement bond for four general categories:

- Deferred Maintenance
- Statewide Redevelopment Initiatives
- Implementation of the Hampton Beach Master Plan
- Long-range Strategic Plan for the Division.

**1. Deferred Maintenance - \$3,000,000**

- Exterior repairs to existing buildings including roofs, siding, and painting
- Utility upgrades and repairs to water, septic, and electric
- Repairs to roads and parking lots

**2. Statewide Redevelopment Initiatives - \$5,000,000**

- Campground improvements & camping cabins
- Day-use areas & playgrounds
- Pavilions

**3. Hampton Beach State Park - \$10,000,000**

- New Seashell Complex
  - Stage and associated support facilities
  - Toilet buildings
  - Lifeguard Watch Station & First Aid
  - Park contact office
  - Visitor Information Center
  - New site amenities and on-site parking
  - Demolition
- Haverhill Street Area Bath House
  - Shade space
  - Toilet facilities (8 fixtures/side)
  - Exterior rinse-off showers
- Monument Area Bath House
  - Shade space
  - Toilet facilities (12 fixtures/side)
  - Exterior rinse-off showers
- South Gateway Visitor Center and Park Administrative Facility
  - Renovate existing facility
    - ✓ Warehouse space for supplies
    - ✓ Equipment and vehicle storage
    - ✓ Maintenance staff locker room
    - ✓ Maintenance manager office

- New Facility
  - ✓ Gateway Visitor Contact Center
  - ✓ Campground office
  - ✓ Lifeguard assembly/training area
  - ✓ Lifeguard equipment and radio storage
  - ✓ Lifeguard vehicle storage
  - ✓ Lifeguard locker room
  - ✓ Lifeguard manager office
  - ✓ Meter maintenance
  - ✓ Money and change counting
  - ✓ Park Patrol locker room
  - ✓ State Park Patrol manager office
  - ✓ Park Patrol equipment and radio storage
  - ✓ Park Patrol vehicle storage

**4. Strategic Plan - \$2,000,000**

- Redevelopment planning and engineering
- Ten-year capital improvement plan
- Evaluation of current operations
- Retail operations
- Evaluation of short-term leases and usage agreements
- Evaluation of long-term leases
- Private funding

**III. Planning, Development, and Implementation**

The cost for planning, design, and engineering to accomplish these projects is estimated to be \$1,350,000, and the Division will contract for these services. The Division will have to work in cooperation with the Bureau of Public Works and will be obligated to reimburse BPW \$200,000 for administrative overhead of bidding and contract management. Once planning is complete, a more comprehensive budget, scope of work, and implementation timeline will be available.

It is noted that this initiative will be the biggest redevelopment effort in DRED history. Additional staff will be required to manage the contracts and provide planning, design, and engineering assistance.

**IV. Looking Ahead in Ten Years**

The State Park system is the backdrop of New Hampshire and is important to tourism, business, and outdoor recreation. These properties provide citizens and guests opportunities that are not available commercially or sometimes anywhere else in the world, and are values that are often unable to be calculated. The improvements will assist more parks to become revenue neutral and allow the flagship parks to become more efficient and attractive, enhancing New Hampshire's public presentation.



## Appendix D



### NEW HAMPSHIRE DIVISION OF HISTORICAL RESOURCES

State of New Hampshire, Department of Cultural Resources  
19 Pillsbury Street, 2<sup>nd</sup> floor, Concord NH 03301-3570  
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State Historic Site Needs

## **RECOMMENDED TREATMENTS NEW HAMPSHIRE STATE HISTORIC SITES FROM CONSERVATION ASSESSMENT PROGRAM (CAP) REPORTS**

### **WENTWORTH-COOLIDGE MANSION, PORTSMOUTH (NATIONAL HISTORIC LANDMARK)**

#### **Building**

“Begin the process of establishing a joint site administration plan supported and followed by all necessary parties, including the Wentworth-Coolidge Commission, the Department of Parks and Recreation (Seacoast Region), the Department of Resources and Economic Development (Design, Development & Maintenance), the Department of Cultural Affairs (Division of Historical Resources). This plan should be in place before planning begins for 2002 site maintenance and rehabilitation work.” (*Architectural Assessment Report, Conservation Assessment Program, November 2001.*)

Commission the preparation of a comprehensive, updated historic structures report. Establish a monitoring program to document building conditions and changes in condition.

Develop a comprehensive repair, restoration, and maintenance plan for the property. Begin to keep detailed records of all new work done on the house and property.

Develop a housekeeping plan and disaster plan.

Improve, and re-design as necessary, building drainage, including eaves gutters, leaders, and underground drains.

Carry out yearly maintenance of drainage systems.

## Appendix D

Control interior moisture conditions (being addressed through a separate 1999/2000 National Park Service Challenge Cost Share Program grant for National Historic Landmarks and through DRED funding).

Paint house.

Stain wooden roof shingles.

Examine all chimneys to ascertain that all inactive flues are vented to evaporate moisture.

Monitor the house in wintertime for ice dam formation and attendant leakage.

Repair cracked foundations.

Repair existing skylights.

Remove, repair, and reinstall all exterior window blinds.

Install ultraviolet-filtering and room darkening treatments on all windows (being addressed through NEH Preservation Assistance Grants).

Replace modern steel nails with stainless steel to stop rust staining.

Develop an internal air-flow system to avoid stagnant air and attendant mildew growth. Until the heating system is changed (see below), improved air-flow could utilize the furnace fans if set to run year-round.

Install sumps and pumps in basement areas.

Remove architectural elements, old fixtures, etc., from basements to places of better security and organization.

Investigate causes of plaster and paint deterioration on first and second floors of house.

Insulate attic areas, especially above public toilets, and ascertain that ventilation fans do not discharge into attic.

Prepare updated and comprehensive plans showing all existing mechanical and electrical systems.

Provide additional electrical lighting in selected areas and replace inappropriate “period” electric lighting fixture with more appropriate designs.

Provide additional fire extinguishers and have them inspected annually.

## Appendix D

Periodically test the security system. (The fire protection system at the mansion is inoperable in 2006.)

Inspect the lightning protection system and replace ferrous cable clips with bronze, copper, or inert plastic.

Replace current forced hot air furnaces with boiler[s] supplying fan coil units.

Move fuel oil tanks from basements to a detached structure away from the historic house.

### **Collections**

“Work out a formal process for improved communication and utilization of the efforts, knowledge, and skills of the three entities—Wentworth-Coolidge Commission, Department of Resources and Economic Development, and Division of Historical Resources. Commit all agreements to writing, signed by the appropriate official of each entity. . . . Commit all existing policies, procedures and plans for the site to writing, signed by the appropriate official of all three entities. Be sure all future policies, procedures and plans are also agreed to and in writing. . . . Develop a financial model that allows continuous, regular, reliable funding of maintenance and preservation needs.”  
(*Collections Assessment Report, Conservation Assessment Program, February 2002.*)

Establish controls for the relative humidity in the mansion (being addressed through a separate NEH grant).

Establish controls over the infiltration of natural light through windows (being addressed through a separate NEH grant).

Establish a clear accessioning/deaccessioning policy for collections.

Employ conservators to prepare an item-by-item survey of the collections, with prioritized recommendations for treatment of each object.

Improve storage conditions for collections not on exhibit, including the architectural fragments collection now in the basement.

Develop programs for routine and cyclical maintenance of house interiors and collections. Assign responsibility and provide staffing for both.

Remove framed objects from exterior walls.

Develop an integrated pest control program for the house.

## Appendix D

### **PIERCE HOMESTEAD, HILLSBOROUGH (NATIONAL HISTORIC LANDMARK)**

#### **Building**

Commission the preparation of a comprehensive, updated historic structures report to augment a report prepared by architect Allen Charles Hill in 1988.

Develop a detailed maintenance plan for the property. Develop and maintain a log that records all repair needs, accounts of repairs actually undertaken, documentation of conditions before and after repairs, recommendations for future work, copies of contracts and scopes of work, etc.

Develop a disaster plan for the buildings.

Control basement moisture (being addressed through a separate 1999/2000 National Park Service Challenge Cost Share Program grant for National Historic Landmarks and through DRED funding).

Provide fire security in the closet that houses the electronic security controls. (The entire fire and intrusion security system in the house is inoperative as of 2006.)

Inspect and improve the structural condition of the second floor of the wing, above the summer kitchen.

Provide attic ventilation beyond that offered by the scuttle in the main roof and the roof vents in the roof of the wing.

Remove vegetation that shades the wing and the barn.

Re-grade around the house for better drainage of roof water after carrying out appropriate archaeological testing and monitoring.

Control insect and vermin activity in the house and barn, especially powder post beetle infestation.

Install light control devices on windows of rooms that contain collections.

Maintain cleanliness in the house and barn.

Monitor the forced hot air furnace for needed repairs and pending replacement.

Control temperature and relative humidity (being addressed through a separate 1999/2000 National Park Service Challenge Cost Share Program grant for National Historic Landmarks and through DRED funding).

## Appendix D

### **Collections**

Develop written policies for collections care. Due to lack of state staff, these policies will be implemented by the Hillsborough Historical Society as proxy for the Town of Hillsborough, the lessee of the Pierce Homestead.

Establish a clear accessioning/deaccessioning policy for collections.

Develop professional exhibit standards.

Control temperature and relative humidity (being addressed through a separate 1999/2000 National Park Service Challenge Cost Share Program grant for National Historic Landmarks and through DRED funding).

Develop a comprehensive disaster plan.

Conserve the wallpaper in the parlor.

### **FROST FARM, DERRY (NATIONAL HISTORIC LANDMARK)**

#### **Building**

The Landmark is managed by The New Hampshire Division of Parks & Recreation and the Robert Frost Farm trustees. According to the CAP report of 2004, “from each group’s perspective, the core issue is funding. On the one hand, there has not been enough money allocated from the state budget to provide for adequate care and maintenance of the property, or to provide sufficient staffing for it to be open during the months, days, and hours that it was open prior to the 2004 season. On the other hand, the Trustees do not feel that they hold financial responsibility for the property and have not chosen to organize to raise funds sufficient to bridge the gap between needed operating revenue and what is provided in the state budget as state funds have steadily decreased.

“Based on information provided during the assessment, the situation was, at that time, at or nearing an impasse, with representatives from each group more focused on what the other party should be doing than on what they could do to improve the situation.”

Develop a mission statement.

Develop a master plan.

Develop an interpretive plan.

Develop a marketing plan (if it is desired to increase visitation).

## Appendix D

Develop a fundraising plan.

Develop written policies for collections management, cyclical maintenance of buildings and collections, selection of contractors, environmental controls, and building and site use.

Improve accessibility to people with disabilities.

Improve drainage around the house.

Undertake a program of integrated pest management.

Reactivate the damaged fire detection system. (This system is inoperative as of 2006.)

Correct the escape of furnace exhaust into the house.

### **Collections**

Control ultraviolet light in rooms that contain collections, utilizing the existing green window shades or substituting white opaque shades to reflect sunlight and keep rooms cooler in summer.

Begin to monitor temperature and relative humidity in the house to establish baseline documentation as a first step toward controlling the internal environment.

Install eaves gutters to collect rainwater and exclude it from the basement.

Install dehumidifier in the furnace ductwork and use the furnace fan to circulate dehumidified air through the house in warm weather.

Develop a comprehensive disaster plan.

## Appendix E

**STATUTES GOVERNING DIVISION OF PARKS**

<b>Year</b>	<b>Chapter</b>	<b>Page</b>	<b>Title</b>
1969	505	933-934	An act making appropriations for capital improvements
1969	503	927-928	An act relative to fire insurance rates in zones protected under mutual assistance agreements and insurance at Cannon Mountain and Mount Sunapee
1969	527	948	Joint resolution providing for a special legislative committee to study methods of leasing store operations in state parks
1969	83	56	An act classifying a certain portion of old route 77 in Hopkinton-Everett flood area as a class III recreational highway
1969	444	759	An act relative to lighting the dock area at Hilton State Park
1969	35	24	An act providing that certain holidays be observed on Mondays each year
1969	38	26	An act relative to removal of bob houses from public and private property
1969	541	956	Joint resolution providing for a study of the economic potentials and development problems of Mt. Sunapee State Park
1969	227	178	An act relative to organized time trials for motor vehicles on roads in Rollins State Park at Kearsarge Mountain
1969	269-B:11	878	Snow traveling vehicles registration and operation
1969	227-B	716	Mount Washington Commission
1969	367	490-492	Appropriation for State Parks
1969	368	577-578	Appropriation for State Parks
1969	116:04:00	86	An act authorizing the lapse of certain accounts to the general fund and reducing the appropriation to certain departments
1969	52	34	An act relative to the 1969 appropriation for the division of parks
1969	503	927	An act relative to fire insurance rates in zones protected under mutual assistance agreements and insurance at Cannon Mountain and Mount Sunapee
1969	378:02:00	629-630	An act relative to the statute of limitations on personal actions
1969	414	668-669	An act relative to regulation of passenger tramways and skiing areas
1969	331	373	An act directing the Governor and Council to convey the Governor Goodwin Mansion to Strawberry Banke, Inc.
1969	261	229	An act relative to defining the approach channel to Rye Harbor
1969	77	51	An act relative to landowner's duty of care to users of snow traveling vehicles
1969	81	55	An act relative to the posting of land against use by snow vehicles
1969	434	739	An act relative to the acquisition of certain land in the town of Winchester for the southwestern state park

1970	408	487	An Act Relative to the Fee for a liquor license issued after April 1st and permitting the sale of liquor at state owned ski areas
1970	124	99	An act establishing a study committee to report on the feasibility of making available state owned recreational areas to disadvantaged NH residents
1970	137	108	An act to increase the discount for resident purchasing season ski tickets
1970	492	592	An act providing junior and child ski rates for students who are residents of the state
1970	304	357	An act prohibiting the use of motor boats on Jericho Pond
1970	107	88	An act repealing the statute permitting time trials of motor vehicles in Rollins state Park
1970	557	905	An act making appropriations for the expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73 (Mt. Sunapee)
1970	557	952	An act making appropriations for the expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73 (Sunapee band concerts)
1970	321	368	Joint resolution reimbursing the members of the committee studying the economic potentials and development potentials of Mount Sunapee State Park for mileage expense incurred.
1970	557	906	An act making appropriations for the expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73 (Mt. Washington)
1970	395	476	An act relative to the duties of the Mt. Washington Commission
1970	557	905-907	An act making appropriations for the expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73
1970	15	13-14	An act relative to the 1971 appropriation for the division of parks and revising the appropriation for the state library for title IV-A funds

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**STATUTES GOVERNING DIVISION OF PARKS**

Year	Chapter	Page	Title
1970	559	956	An act making appropriations for capital improvements
1970	55	44-45	An act to increase the permissible maximum dollar limit of certain force account contracts
1970	470	557	Joint resolution directing a study of the feasibility of establishing a state park named for Alan B. Shepard and directing an investigation and inventory of the states scenic rivers
1970	152	121	An act relative to recreational roads
1970	237	238	An act relative to organized time trials for motor vehicles on certain public highways
1970	500	603	An act relative to the taking of land for State Park facilities in the town of Rye
1970	157	140	An act relative to prohibition of certain vehicles within highway rights-of-way

1972	62:7	128	An act making appropriation for capital improvements and amending the 1969 capital budget
1972	60	93-94	An act making supplemental appropriations for expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73, making other budgetary changes and relative to other matters
1972	49	48-49	An act establishing an interim committee to study controls for snowmobiles and ATVs and making an appropriation therefore, and reallocating the registration fees collected on snow traveling
1972	62:4	128	An act making appropriation for capital improvements and amending the 1969 capital budget (Mt. Washington Commission term)
1972	60:72	121	An act making supplemental appropriations for expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73, making other budgetary changes and relative to other matters (Accepting federal funds)
1972	60:87	125	An act making supplemental appropriations for expenses of certain departments of the state for the fiscal years ending 6/30/72 and 6/30/73, making other budgetary changes and relative to other matters (making major repairs)
1972	29	26	An act increasing fees that ski tow operators pay

1973	450	756	An act relative to conducting aerial photographic surveys and obtaining aerial photographs and making an appropriation therefore
1973	503	823	An act providing that resident persons who have attained the age of sixty-five shall be admitted without charge to certain state recreation areas and allowed the use of facilities therein without charge.
1973	208	175	Joint resolution relative to fire and rescue services provided by the town of Allenstown at Bear Brook State Park.
1973	203	228	An act changing the classification of certain class V highways to class II highways
1973	72	60	An act lowering the age of majority to eighteen/
1973	517	864	Joint resolution providing for 1975 World Cup championship at Cannon Mountain and making an appropriation therefore; making an appropriation for the City of Manchester for promotion of Babe Ruth World Series; and making an appropriation to reimburse Judy Cabanel for damage to clothing.
1973	560	1088-1101	An act relative to the registration and operation of OHRV and making an appropriation therefore.
1973	376	469	An act making appropriations for the expenses of certain departments of the state for fiscal years ending 6/30/74 & 6/30/75.
1973	520	867	An act to provide for continued monitoring of Old Man of the Mountain rock formation, and making an appropriation therefore
1973	520	513-516	An act making appropriations for the expenses of certain departments of the state for fiscal years ending 6/30/74 & 6/30/75.
1973	241	211	An act relative to the maintenance and protection of unused covered wooden bridges.
1973	297	264	An act providing for overtime pay to state employees engaged in snow grooming and farming.
1973	591	1150	Joint resolution relative to the planning and design of the proposed Alan B. Shepard State Park in Derry
1973	52	35	An act relative to definitions in the passenger tramway law and the costs of inspecting aerial tramways
1973	367	334-336	An act providing for the acquisition of Gile Forest and making an appropriation therefore.
1973	593	1152-1153	An act relative to a state-wide trail system.
1973	361	325	An act relative to increasing the fees for beer permits and liquor licenses



Appendix E

**STATUTES GOVERNING DIVISION OF PARKS**

Year	Chapter	Page	Title
1990	75	105	An act establishing a commission with the State of Maine on Lake Umbagog
1990	8	30	An act relative to revenue raising measures and certain appropriations
1990	124	168-169	An act relative to a public trust grant for Mount Sunapee and Cannon Mountain Ski Resorts' snowmaking
1990	133	186-187	An act relative to registration and operation of OHRV's
1990	125	169-170	An act relative to memorials for veterans and relative to the real estate exemption for surviving spouses of veterans
1990	137	190	An act prohibiting certain items from being deposited in highway and DRED litter receptacles
1990	3:18	9	An act relative to state revenues and expenditures a relative to certain general fund fees and revenues: Hampton Meter Fund
1990	3:81	22	An act relative to state revenues and expenditures a relative to certain general fund fees and revenues: DRED: Fee increases
1990	258	512	An act relative to the Monadnock advisory commission
1990	110	145	An act relative to the Mount Washington Commission
1990	3:30	11	An act relative to state revenues and expenditures and relative to certain general fund fees and revenues: Lapse Date Extended
1990	256	491	An act relative to OHRV safety and training
1990	60:1	88	An act reducing certain misdemeanors to violations: Operation of OHRV while under the influence
1990	186	283	An act establishing speed limits for the operation of OHRVs and increasing OHRV registration fees
1990	118	161	An act establishing a lakes management and protection program: New Section: Rivers Management and protection

1996	220	336	An act exempting motor sport events from certain aspects of the laws regulating campgrounds and camping parks
1996	221	337	An act relative to the NH statewide trail system advisory committee
1996	258	500	An act relative to the information required in any contract to lease the Cannon Mountain and Mt Sunapee Ski Areas, authorizing the services of a consultant to develop a prototype lease and making an appropriation therefore
1996	210	295	An act abolishing the position of the director of state ski operations and transferring the director's duties, and relative to state ski operations revenue
1996	135	173	An act establishing a new property leasing program for land in the Lake Francis impoundment area and relative to the NH Heritage Trail
1996	41	45	An act establishing a 55 mile per hour speed limit for OHRVs traveling on the frozen surface of Turtle Pond, also known as Turtle Town Pond, in the city of Concord and establishing joint responsibility between the City of Concord and State of NH for the enforcement of such speed limit
1996	27	32	An act relative to the sale of certain state-owned property at the Franklin Pierce Homestead
1996	63	70	An act relative to the operation of OHRVs
1996	78	84	An act authorizing a city, town, or the state to allow the operation of OHRVs on certain sidewalks
1996	130	160	An act lowering the BAC for aggravated driving while intoxicating from .20 to .16
1996	52	61	An act relative to the charges for driving a motor vehicle or operating OHRVs under the influence of drugs or liquor, or driving with excess alcohol concentration
1996	31	35	An act relative to OHRV use on private property
1996	250	449	An act relative to the guidelines for the construction and maintenance of certain recreational trails

1997	71	58-59	An act establishing a nighttime speed limit for OHRVs traveling on the frozen surface of Back Lake in the town of Pittsburg
1997	21	19	An act requiring any person erecting, installing, maintaining or exercising control over a mooring on Ossipee Lake to obtain a mooring permit from the Division of Safety services, Department of Safety
1997	119	106	An act relative to an agreement or contract for the Mt Sunapee or Cannon Mountain Ski Area operations, or both, establishing a committee to develop a proposal and review responses, and requiring review of any agreement or contract by the Capital Budge Overview Committee
1997	268	398	An act relative to OHRVs and increasing certain OHRV registration fees

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**STATUTES GOVERNING DIVISION OF PARKS**

Year	Chapter	Page	Title
1997	335	563	An act relative to the acquisition of a certain piece of property in Piermont, NH and making an appropriation therefore
1997	121	135	An act relative to lowering the allowable alcohol concentration for persons under 21 operating OHRVs
1997	351	649	An act relative to state fees, funds revenues, and expenditures
1997	314	508	An act relative to driving after a revocation or suspension of license and relative to starting unattended vehicles
1997	117	105	An act changing the expiration date of OHRV registrations
1997	83	68	An act relative to the official name of the "Old Man of the Mountain"

1998	76	70	An act re-designating Governors State Park in Laconia as Ahern State Park
1998	134	121-127	An act relative to management of the state ski areas at Mt Sunapee and Cannon Mountain
1998	224	249	An act relative to boat docking facilities
1998	211	229	A act relative to a master plan of Odiorne Point State Park
1998	171	177	An act relative to increasing the minimum amount of state capital improvement project requiring competitive bidding, relative to contracts for major capital projects of the Departments of Fish and Game and DRED, and relative to acquisition of a certain piece of property in Piermont, NH
1998	299	374	An act relative to excluding from the definition of subdivision the placement and maintenance of wireless communication facilities
1998	281	352	An act relative to notification to and jurisdiction of municipalities concerning governmental use of property
1998	20	17	An act establishing a conservation number plat trust fund, and a special motor vehicle license plate and associated fees, to support NHs natural and cultural resources
1998	94	87	An act designating skiing as the official NH sport

1999	226	280	An act making appropriations for Capital Improvements
1999	285	404	An act establishing a program of matching grants to preserve historic agricultural structures in New Hampshire
1999	225	266	An act relative to state fees, funds, revenues and expenditures
1999	270	376	An act relative to the acquisition of Umbagog Lake Campground in Cambridge New Hampshire, and making an appropriation therefore.
1999	64	80	An act designating segments of the cold river as protected under the Rivers Management and Protection Program
1999	59	75	An act adding a member to the Council on Resources and Development
1999	25	49	An act relative to the dredging of harbors and channels
1999	259	364	An act authorizing vanity plates or decals for OHRV registrations
1999	8	6	An act relative to the Monadnock Advisory Commission
1999	81	99	An act relative to creating a Master Plan for Hampton Beach and Hampton Beach State Park to deal with growth
1999	3	3	An act relative to State matching funds for Federal Emergency Management Agency Disaster Assistance Grants, and making appropriations therefore
1999	48	63	An act relative to speed limits on Turtle Town Pond in Concord
1999	142	161	An act establishing a committee to study methods and processes necessary to retain and enhance uses of the WMNF, the impact of any change in designation or uses, and relative to promoting the continual multiple use management of such land
1999	226	288	An act making appropriations for Capital Improvements
1999	92	109	An act establishing a committee to study DRED

2000	130	146	An act relative to campgrounds
2000	182	206	An act relative to the construction and reconstruction of class b and class c dams
2000	43	43-44	An act making an appropriation for renovation of the Sawyer House at the Daniel Webster birthplace in the city of Franklin
2000	55	65	An act relative to funding and monitoring seacoast harbor issues
2000	108	117-119	An act relative to registration of certain antique OHRVs

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**STATUTES GOVERNING DIVISION OF PARKS**

Year	Chapter	Page	Title
2000	85	93-94	An act relative to registration fees for OHRVs
2001	131	262	An act relative to the use of an artificial light to locate moose
2001	49	38	An act relative to the definition of "campsite"
2001	226	457	An act relative to the registration and licensure of OHRV dealers and rental agents
2001	155	297	An act relative to the sale, registration, and use of 3-wheeled ATVs for Off-highway recreational use
2001	259	517-518	An act establishing a committee to make recommendations on policy concerning state-operated trails and private lands used by ATVs and trail bikes and relative to increasing the resident and nonresident OHRV registration fees for snow traveling vehicles
2001	158:68	317	An act relative to state fees, funds, revenues, and expenditures: DRED
2001	202:28	409-410	An act relative to certain signs within highway rights-of-way: Lapse dates extended to 6/30/03
2001	28	18	An act relative to the divisions within DRED
2001	86	71	An act relative to the legislative oversight committee on electric utility restructuring and relative to service from a rural electric cooperative under special contracts
2002	151	192	An act relative to grounds for refusal or denial of hotel accommodations
2002	148	182	An act relative to the acquisition and oversight of certain rights in land located in Pittsburg, Clarksville, and Stewartstown, known as the Connecticut Lakes Headwaters Tract and making an appropriation therefore; establishing funds for the stewardship of these land; and allowing state agencies to hold certain rights under the NH land and community heritage investment program
2002	185	238	An act establishing a committee to study regulation and procedures for lake level investigations and orders
2002	215	313	An act relative to the regulation of business practices between OHRV manufacturers, distributors, and dealers
2002	233	371	An act relative to planning and procedures for state-owned or leased trails for ATVs and relative to registration fees for certain OHRVs
2002	71	89	An act authorizing an increase in admission fees for the Seacoast Science Center at Odiorne Point State Park in Rye, NH
2002	136	154	An act relative to penalties for alcohol and drug related offenses
2002	253	417	An act clarifying the law regarding title-exempted vehicles, permitting owners of antique motor vehicles to obtain certificates of title, relative to farm tractor plates, and relative to registration fees for certain OHRVs
2002	233	361	An act relative to planning and procedures for state-owned or leased trails for ATVs and relative to registration fees for certain OHRVs
2003	191	305	An act relative to passenger tramway registration fees and relative to carnival or amusement ride fees
2003	50	53-55	An act relative to the use of epinephrine auto-injectors by pupils and campers with severe allergies
2003	51	56-60	An act relative to the use of inhalers by pupils and campers with asthma
2003	67	77-78	An act relative to certain historical and recreational facilities
2003	120	130-131	An act relative to the registration of OHRVs used as grooming equipment for cross country ski trails
2003	233	420-421	An act establishing a committee to study the flow in the Connecticut River and the effect of the flow on water levels in Lake Francis and the Connecticut Lakes
2003	94	94-95	A resolution approving certain uses of Weeks State Park
2003	104	107-108	An act relative to penalties for OHRV violations by underage operators
2003	295	592	An act making changes to the laws governing OHRVs and the multi-use statewide trail system and allowing the department of safety to suspend or revoke a motor vehicle drivers' license for causing certain serious damage to property
2003	57	67	An act relative to the results of a preliminary breath test as evidence in court
2003	226:6	361	Technical Correction to 2003, SB39; OHRV: Preliminary Breath Tests
2003	23	23	An act relative to penalties for operation of OHRVs after suspension of driving privileges for certain motor vehicle offenses
2003	112	115-117	An act relative to proof of residency and resident tax payment for receiving resident F&G licenses

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**STATUTES GOVERNING DIVISION OF PARKS**

Year	Chapter	Page	Title
2003	77	84-58	An act establishing a committee to study landowner liability for owners providing public access to snowmobile trails
2003	260	496-497	An act relative to state-owned trails and parking lots in the town of Windham
2003	282	541	An act allowing free day-use admission to the state park system for certain active and retired members of the NH National Guard
2003	153	210	An act permitting free day-use admission to the state park system for disabled veterans
2003	242	464	An act relative to the duties, function, and operation of the PDA
2003	126	134	An act relative to the conservation number plate trust fund
2003	319	746	An act relative to state fees, funds, revenues, and expenditures

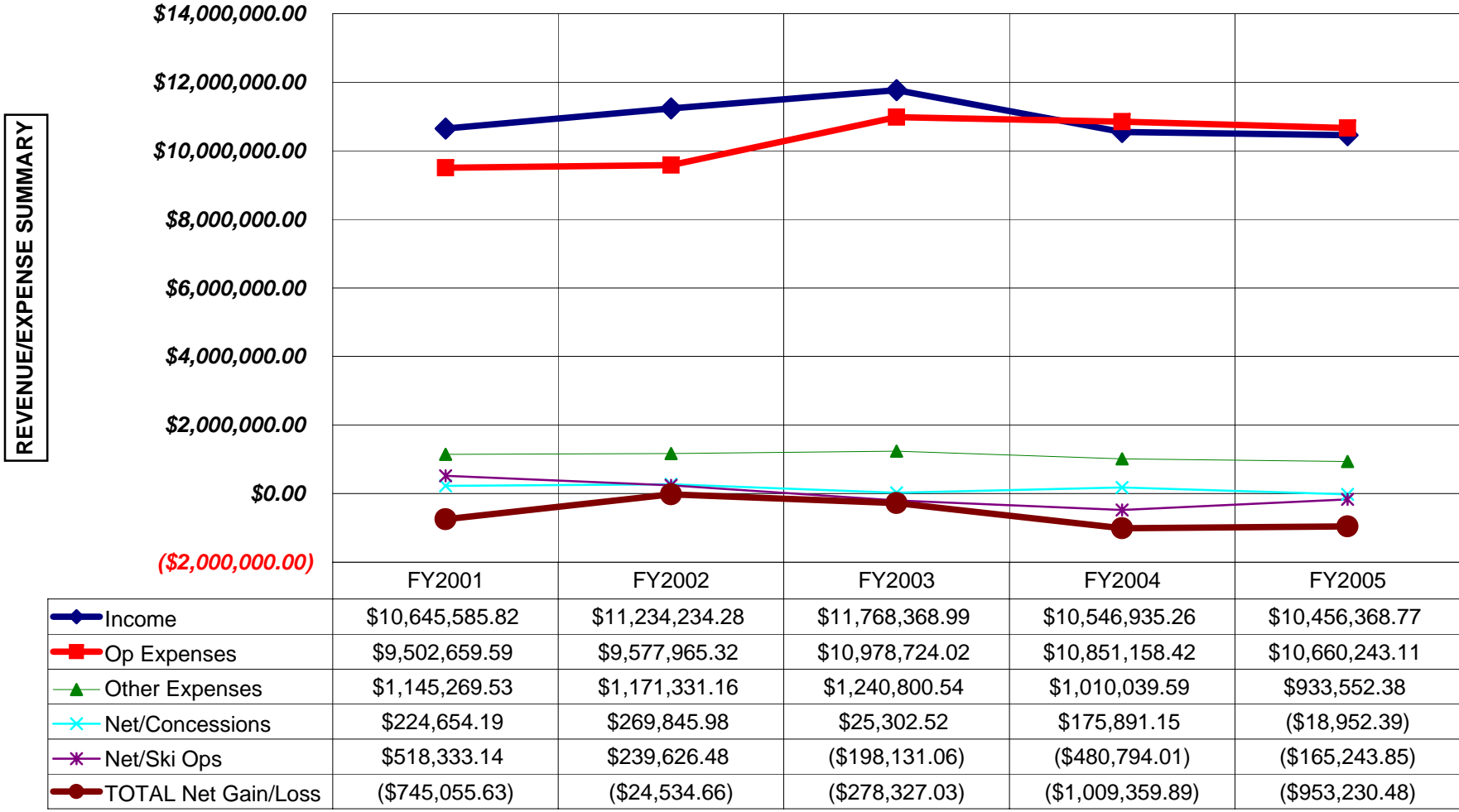
2004	54	59	An act relative to financial responsibility and conduct after an OHRV accident
2004	80	81	An act making administrative changes to the historic agricultural structure matching grant program
2004	243	464	An act defining a wetland for the purpose of fill and dredge in wetlands and for local land use planning, relative to the wetlands council appeal process, relative to Smith Pond in Enfield and relative to site plan review of certain trails.
2004	7	8	An act relative to the regional community technical college system and relative to the bonding of a Cannon Mountain Capital Appropriation.
2004	236	445	An act relative to licensing requirements for certain recreation and child care programs.
2004	44	50	An act establishing a Nash Stream Forest Citizens Committee and relative to Connecticut Lakes Headwaters tract natural areas camp leases.
2004	120	134	An act establishing a committee to study the effects of electric utility restructuring on State dams and the alternatives for the operation and maintenance of State-owned dams.
2004	174	263	An act relative to the definition of snow traveling vehicle
2004	123	135	An act relative to damage to land by certain recreational uses
2004	1	2	An act relative to the standard of review for requests for excavating and dredging permits, relative to an appropriation for the expansion of the Port of Portsmouth, and relative to additional powers and duties of the Pease Development Authority
2004	47	53	An act clarifying certain local regulation of OHRV's and relative to the operation of snow traveling vehicles on Class VI roads
2004	249	508	An act limiting the use of traffic signal preemption devices, establishing a commission to study railroad matching funds, authorizing an expenditure for a certain feasibility study and relative to landowner permission for OHRV operation and loading and unloading OHRV's on highways
2004	185	283	An act establishing the telecommunications planning and development fund

2005	66	54-55	An act relative to the New Hampshire Film and Television Commission and state promotional initiatives
2005	6	5	An act relative to the use of artificial light to view moose in Coos County
2005	64	53	An act relative to penalties for certain OHRV violations
2005	172	179	An act relative to the inherent dangers of OHRV Operation and limiting landowner liability for certain Fish & Game related land uses
2005	69	58	An act relative to issuing duplicate registrations for OHRVs
2005	210	309-362	An act relative to the regulation of snowmobiles and OHRVs
2005	145	139-144	An act relative to skier safety and ski area responsibility
2005	276	642-644	An act establishing a commission to study the state park system
2005	156	158-159	An act relative to the definition of recreational program
2005	14	11	An act relative to inspection dates for certain vehicles
2005	32	23	An act relative to timber harvesting

Appendix F

**GRAPHS OF PARK FUND BALANCES OVER TIME**

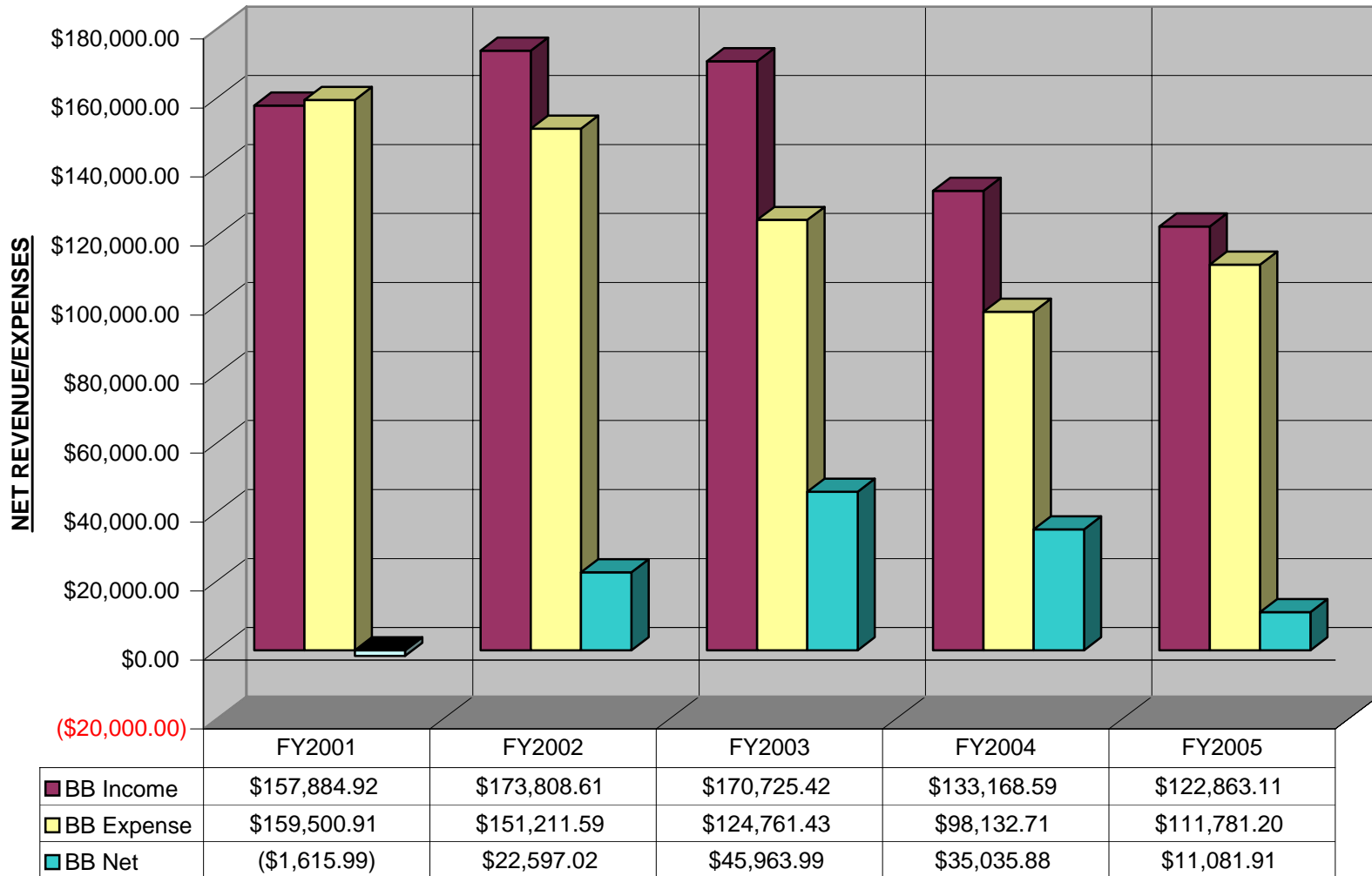
## PNR DEPARTMENTAL SUMMARY



**FISCAL YEAR TOTALS**

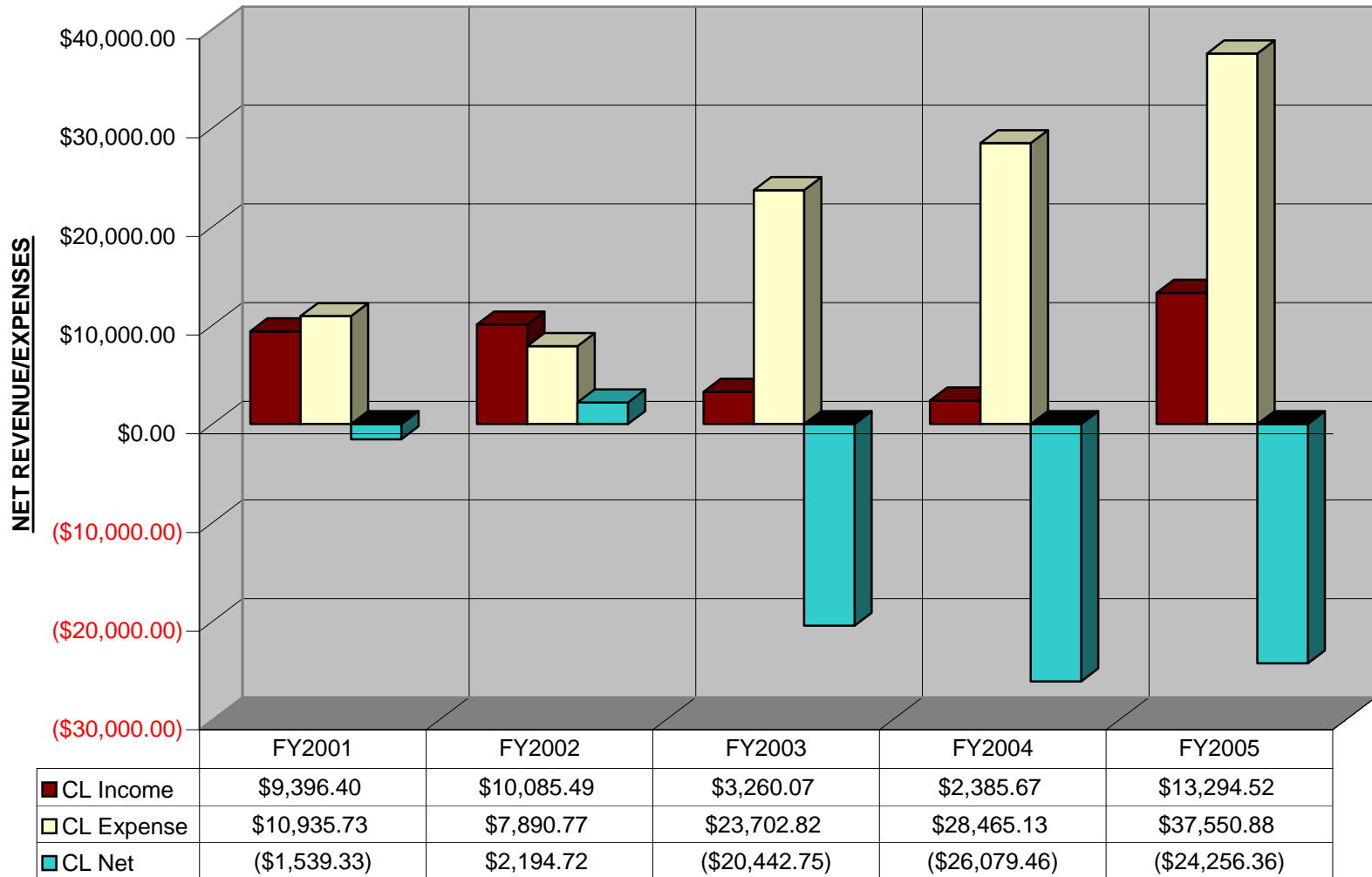
◆ *Income*   
 ■ *Op Expenses*   
 ▲ *Other Expenses*   
 × *Net/Concessions*   
 ✱ *Net/Ski Ops*   
 ● *TOTAL Net Gain/Loss*

## BEAR BROOK STATE PARK



FISCAL YEAR TOTALS

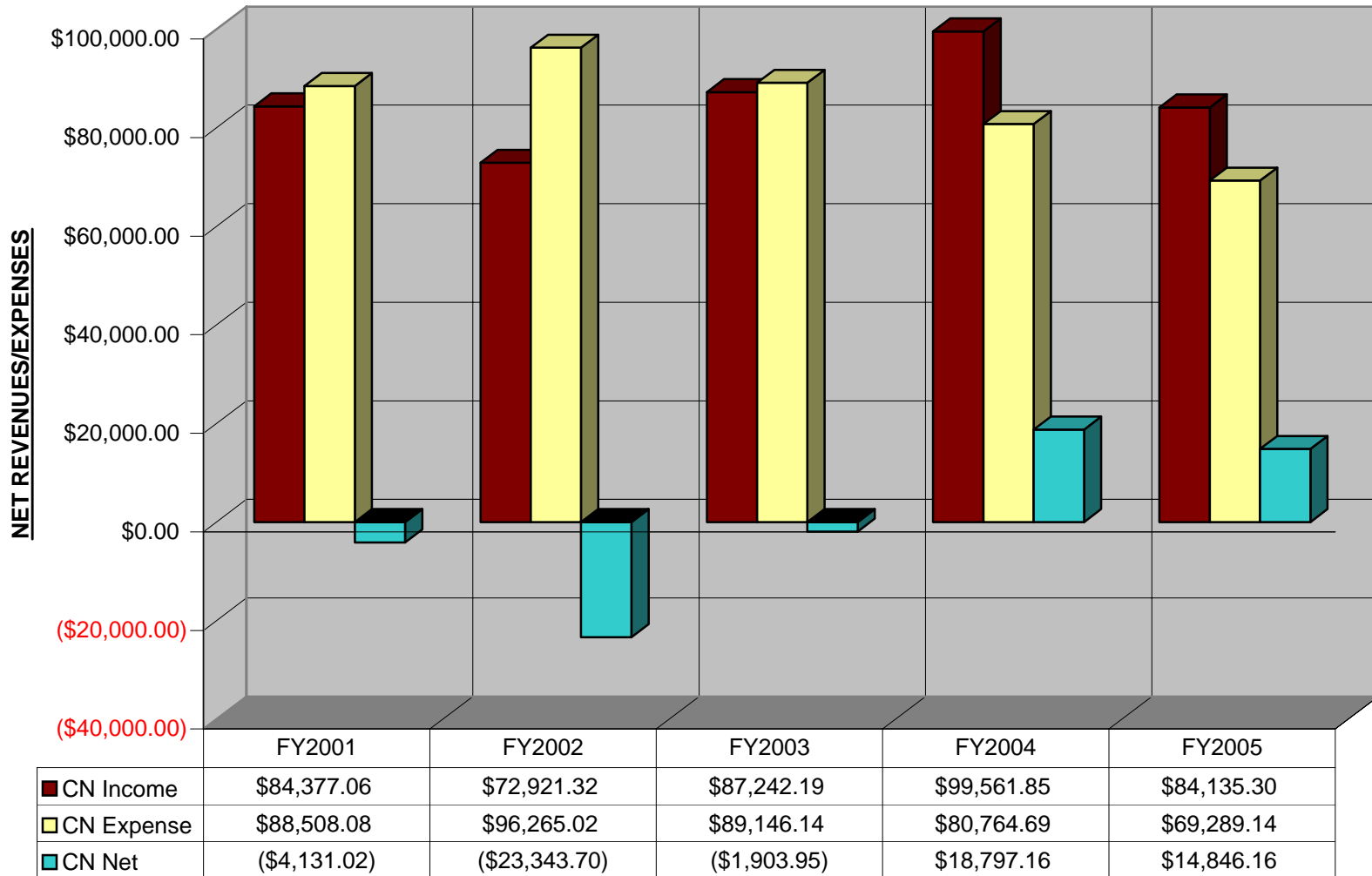
## COLEMAN STATE PARK



FISCAL YEAR TOTALS

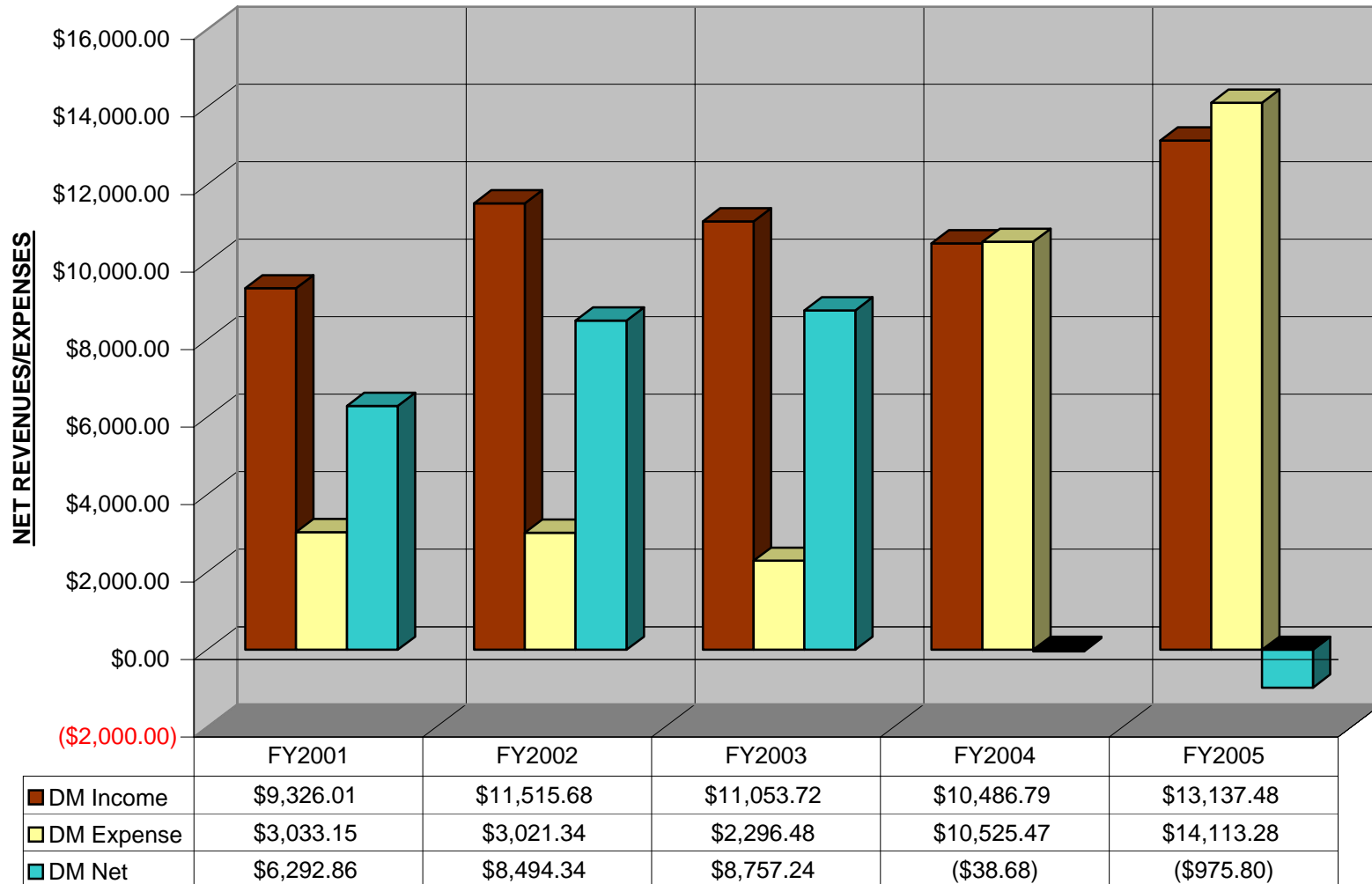


## CRAWFORD NOTCH STATE PARK



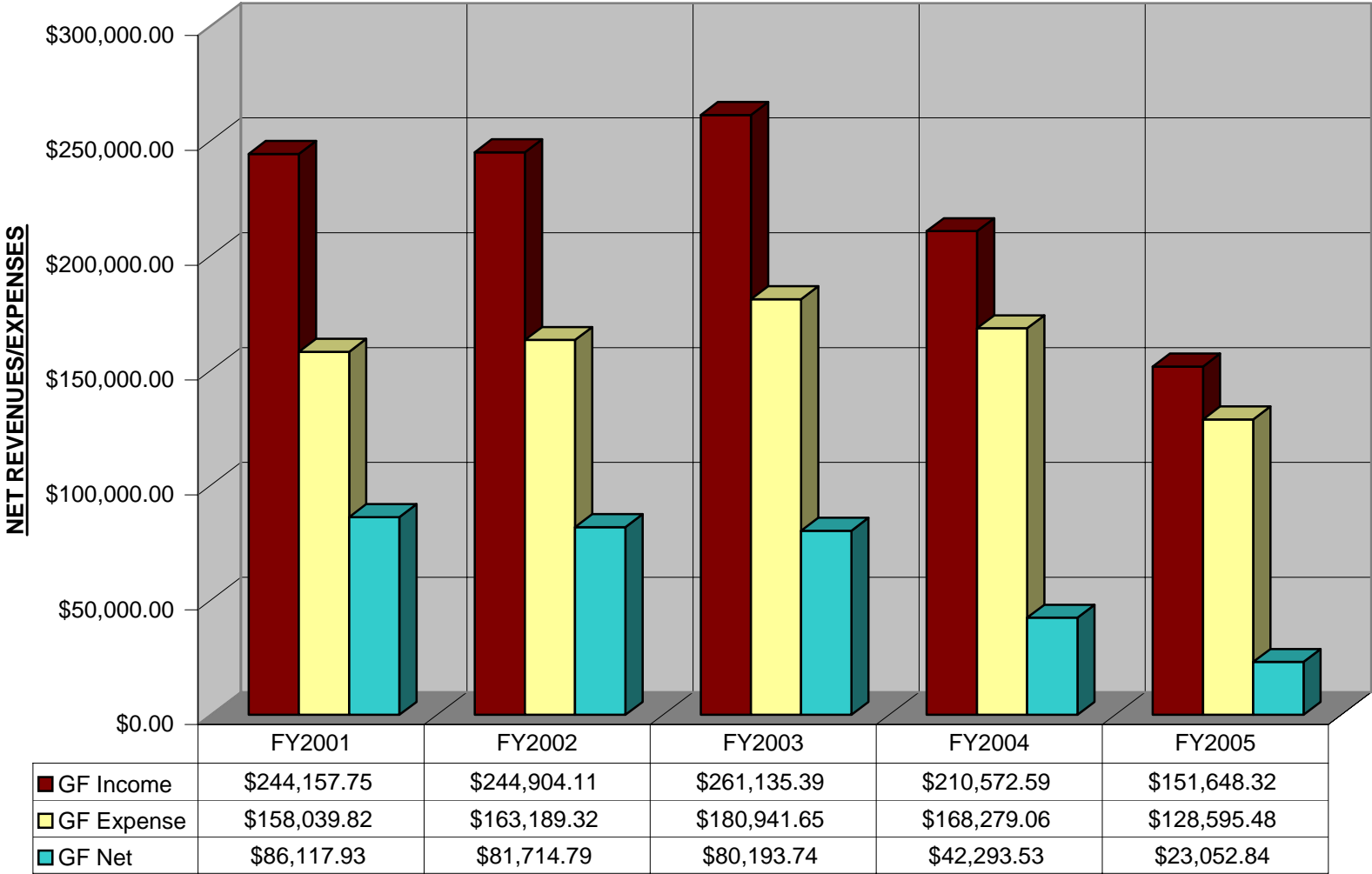
FISCAL YEAR TOTALS

## DEER MOUNTAIN STATE PARK



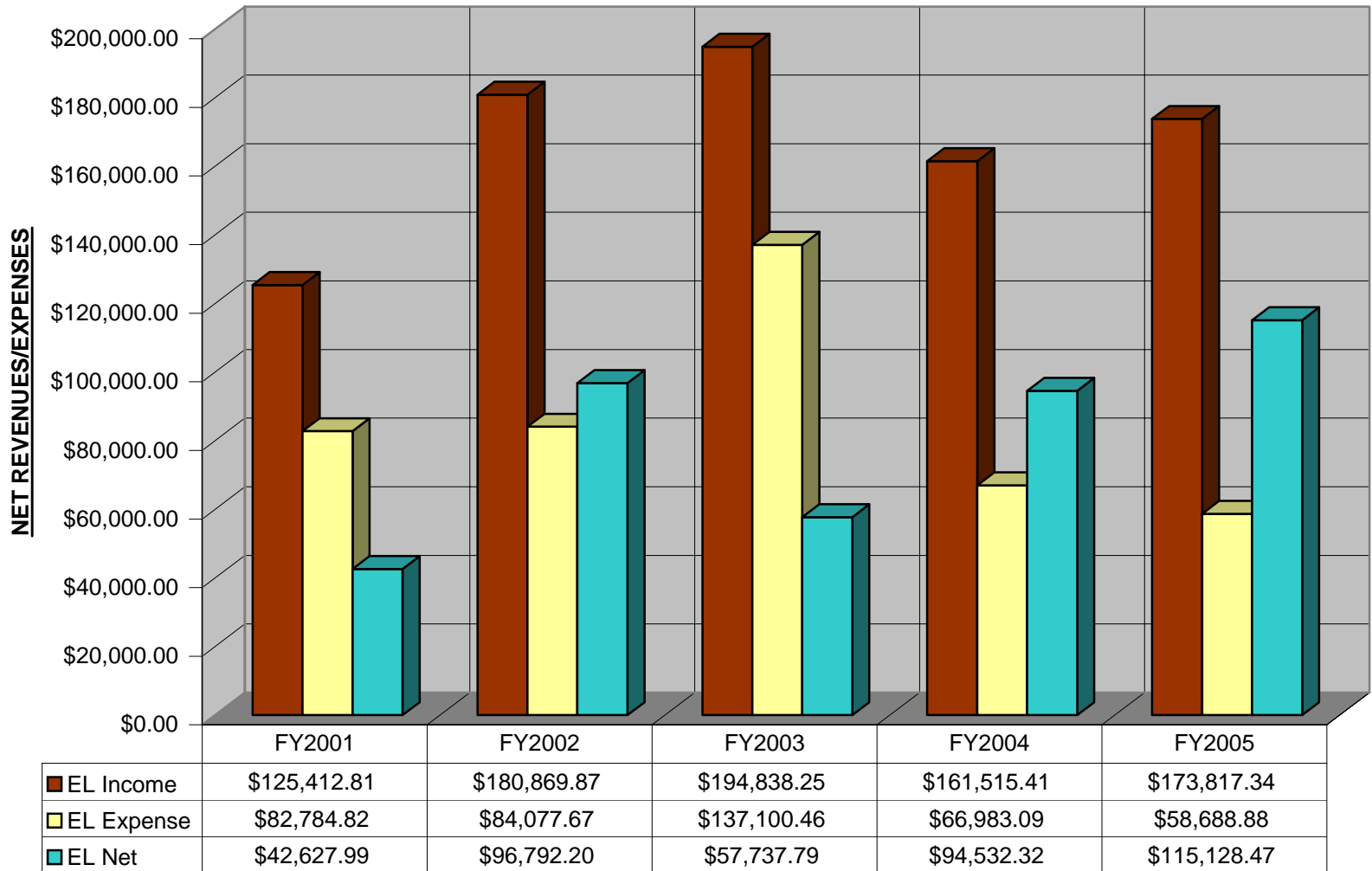
FISCAL YEAR TOTALS

**GREENFIELD STATE PARK**



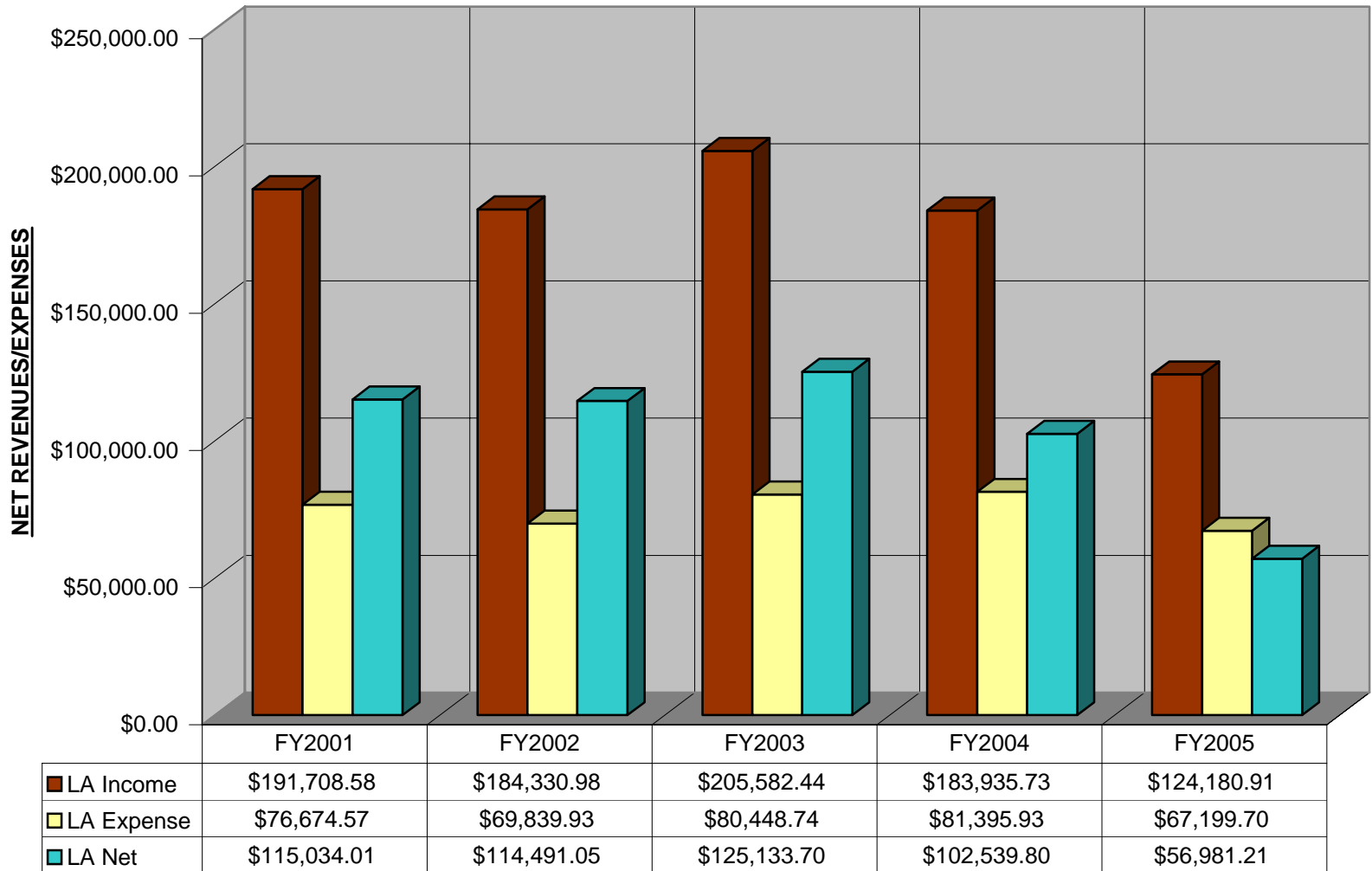
**FISCAL YEAR TOTALS**

## ELLACOYA STATE PARK



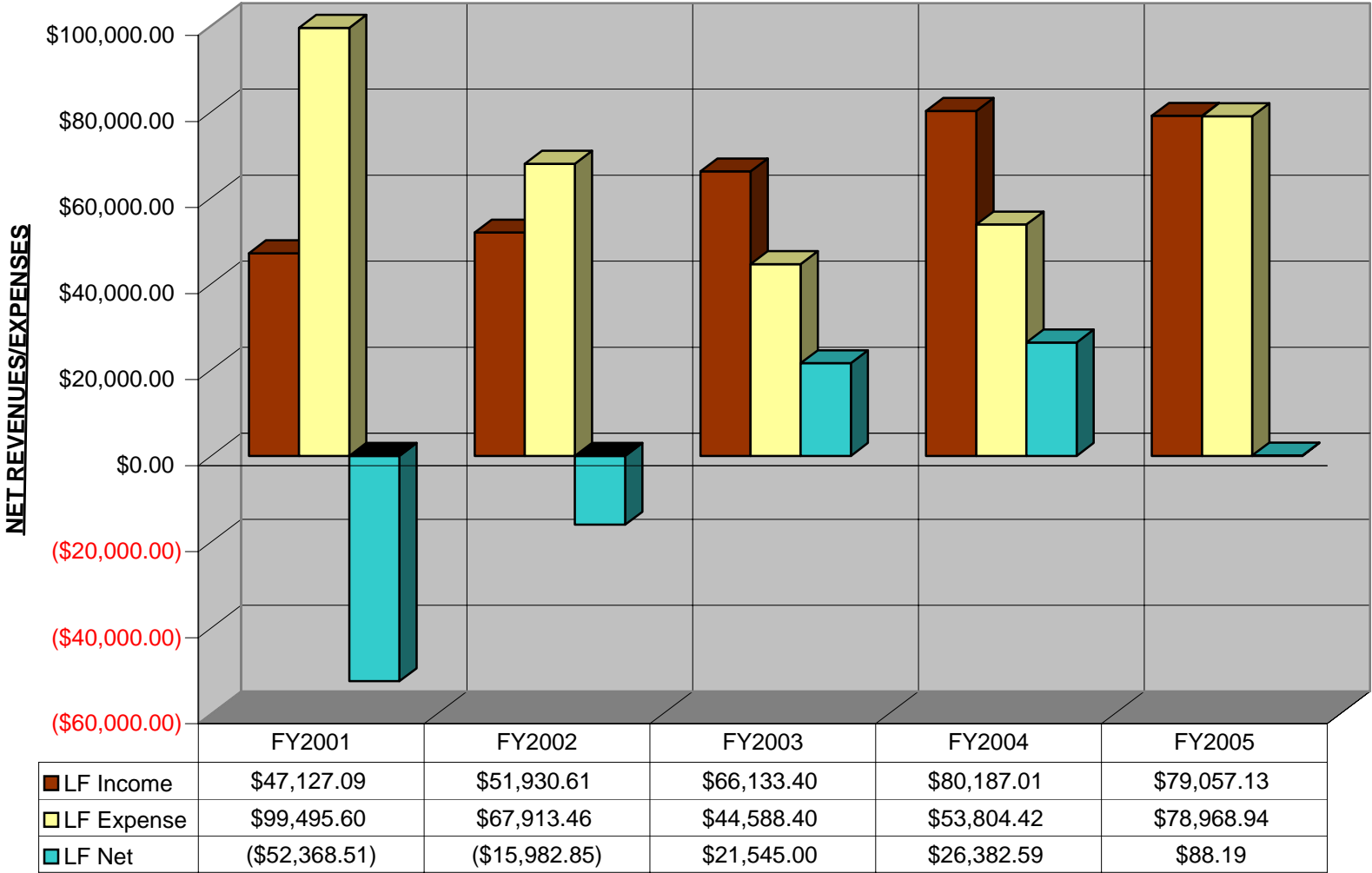
FISCAL YEAR TOTALS

**FNSP/LAFAYETTE CAMPGROUND**



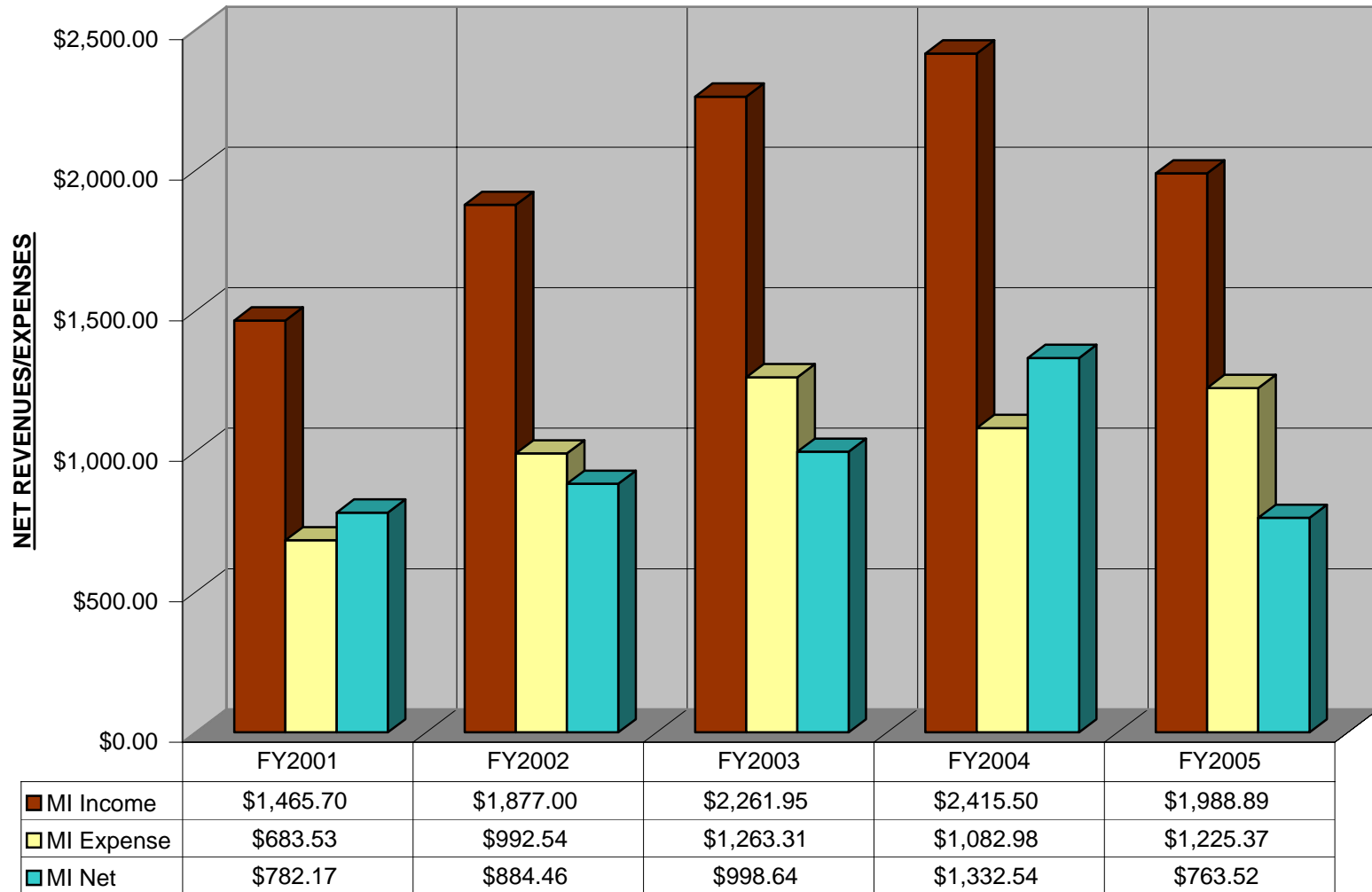
**FISCAL YEAR TOTALS**

**LAKE FRANCIS STATE PARK**



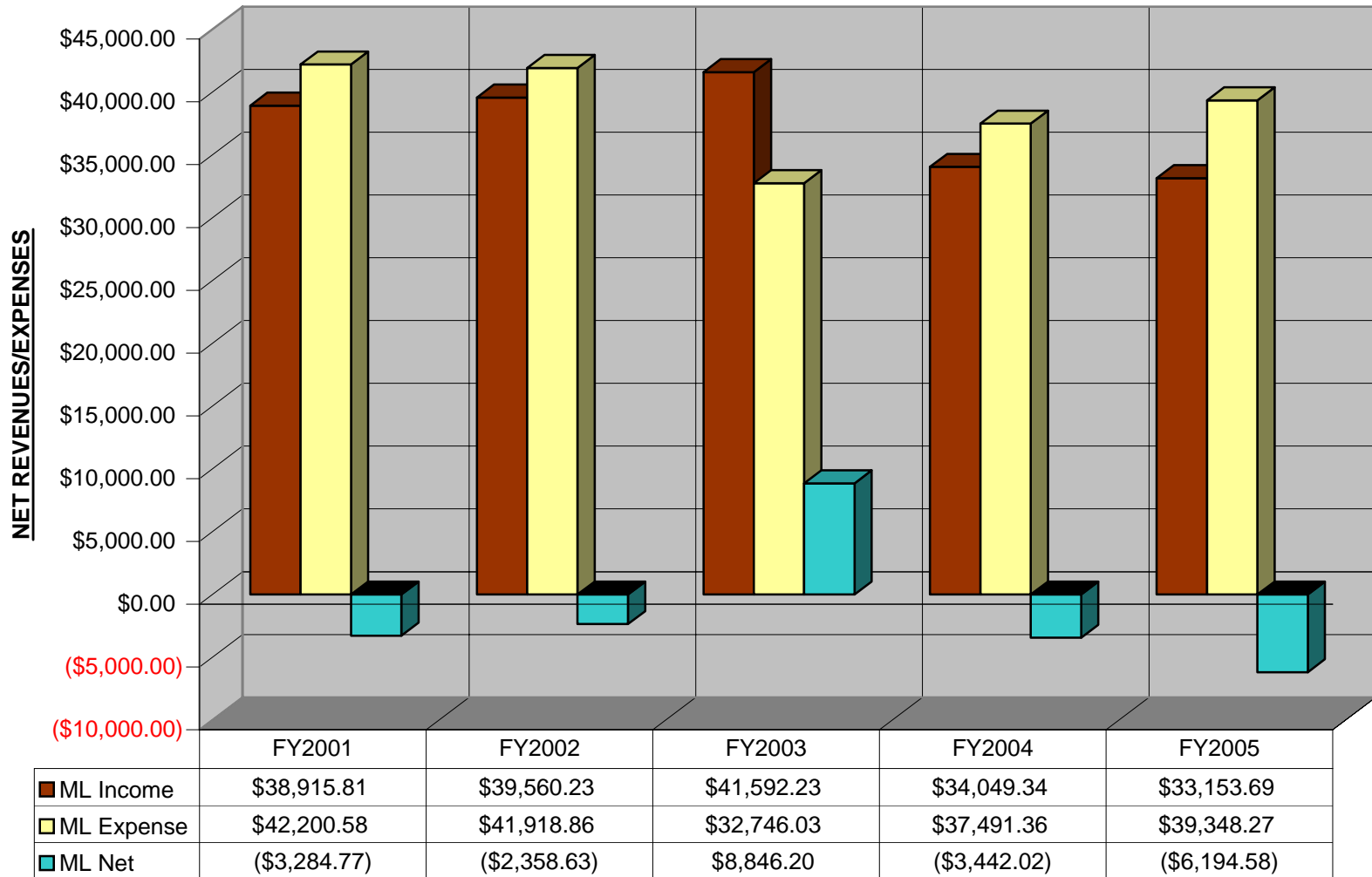
**FISCAL YEAR TOTALS**

## MILAN HILL STATE PARK



FISCAL YEAR TOTALS

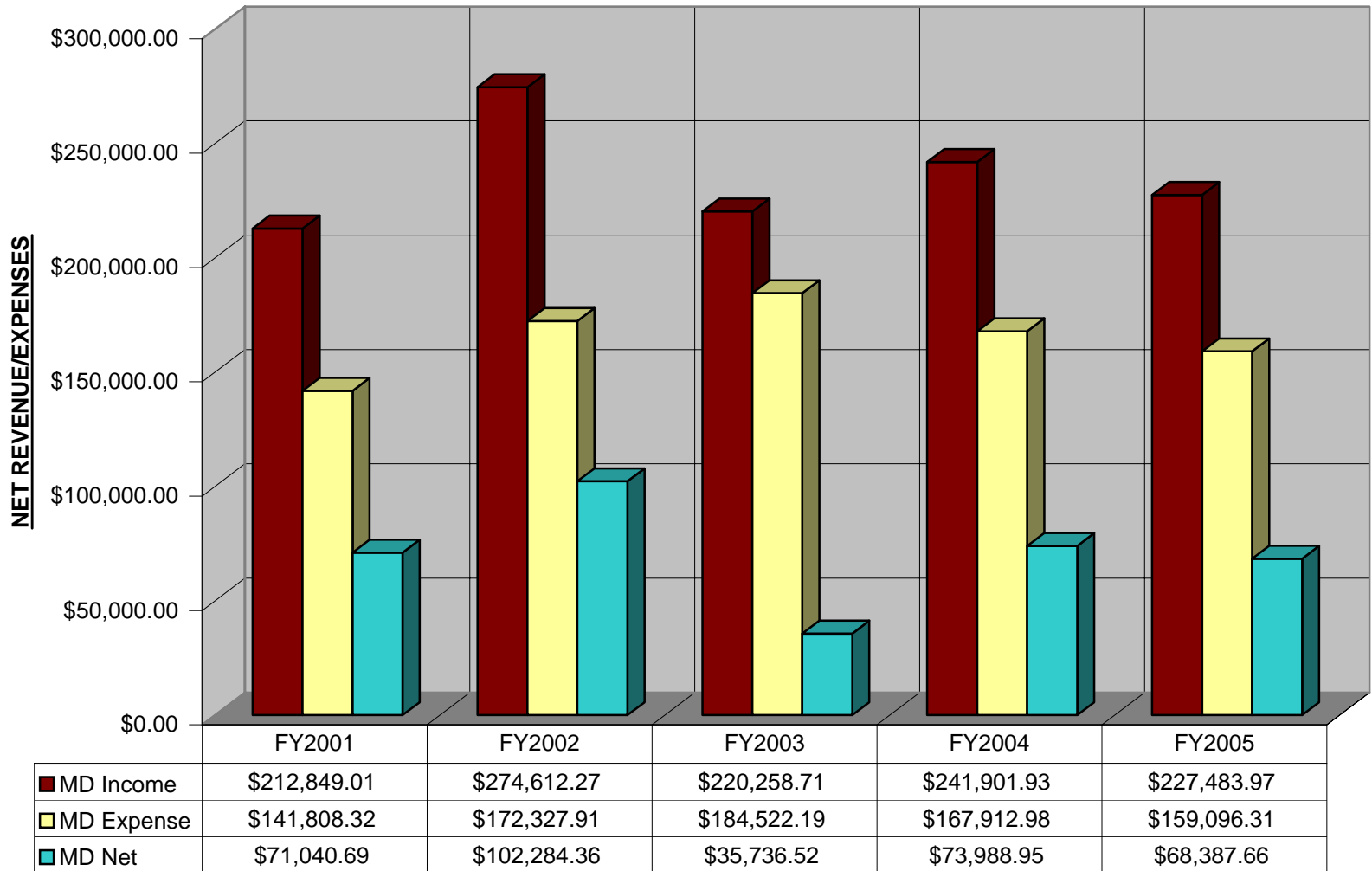
## MOLLIDGEWOCK STATE PARK



FISCAL YEAR TOTALS

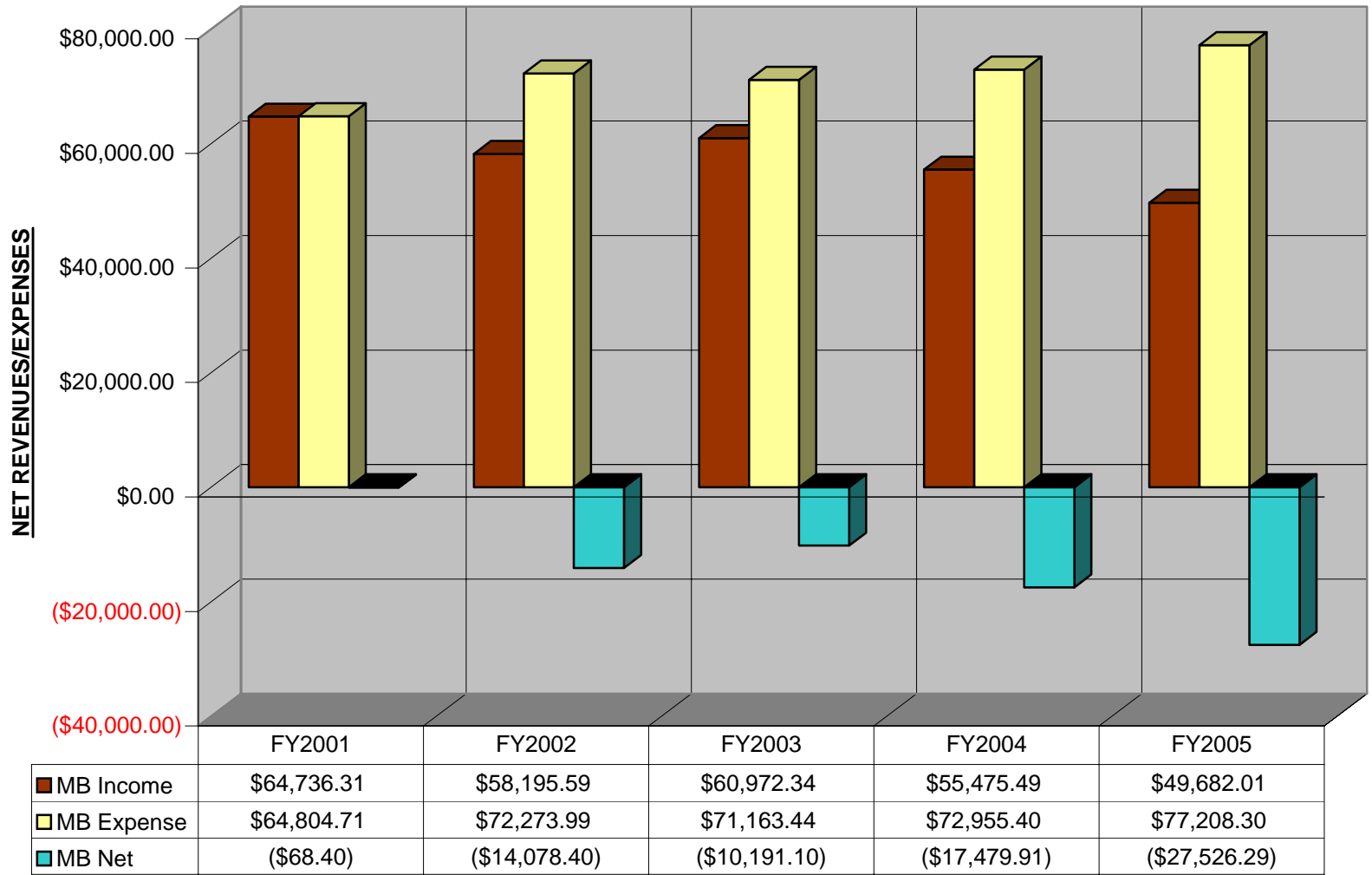


## MONADNOCK STATE PARK



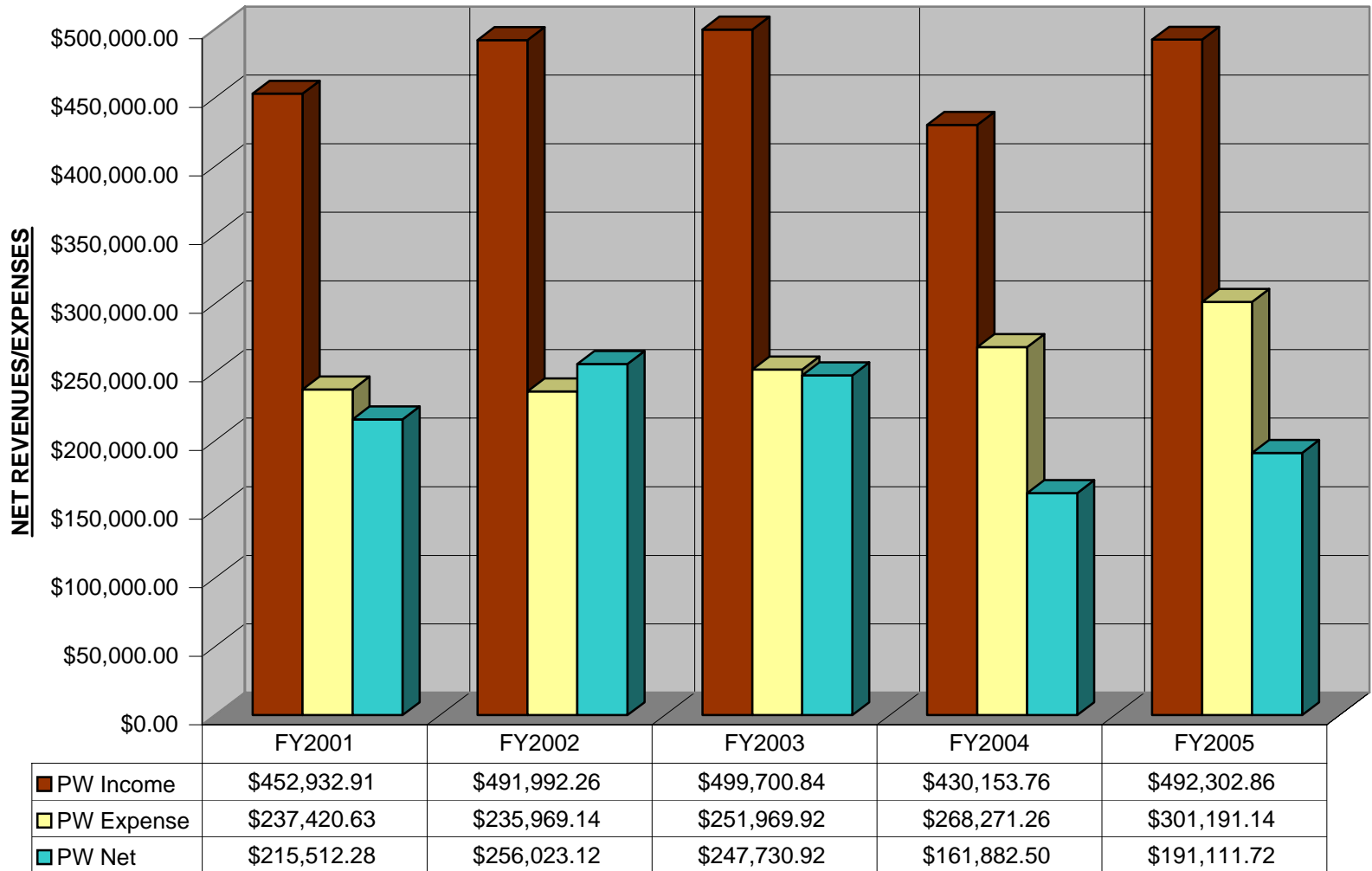
FISCAL YEAR TOTALS

## MOOSE BROOK STATE PARK



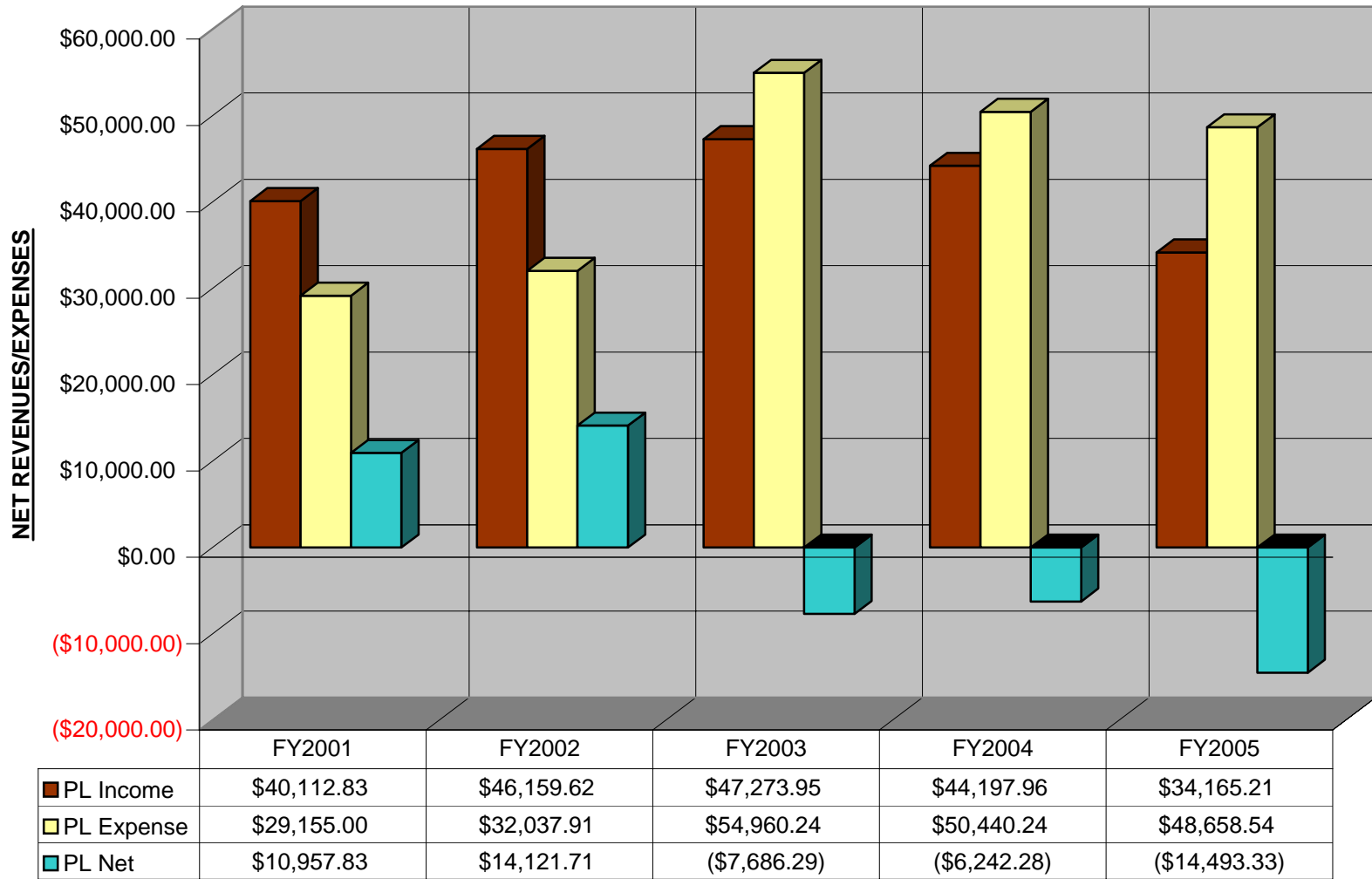
FISCAL YEAR TOTALS

## PAWTUCKAWAY STATE PARK



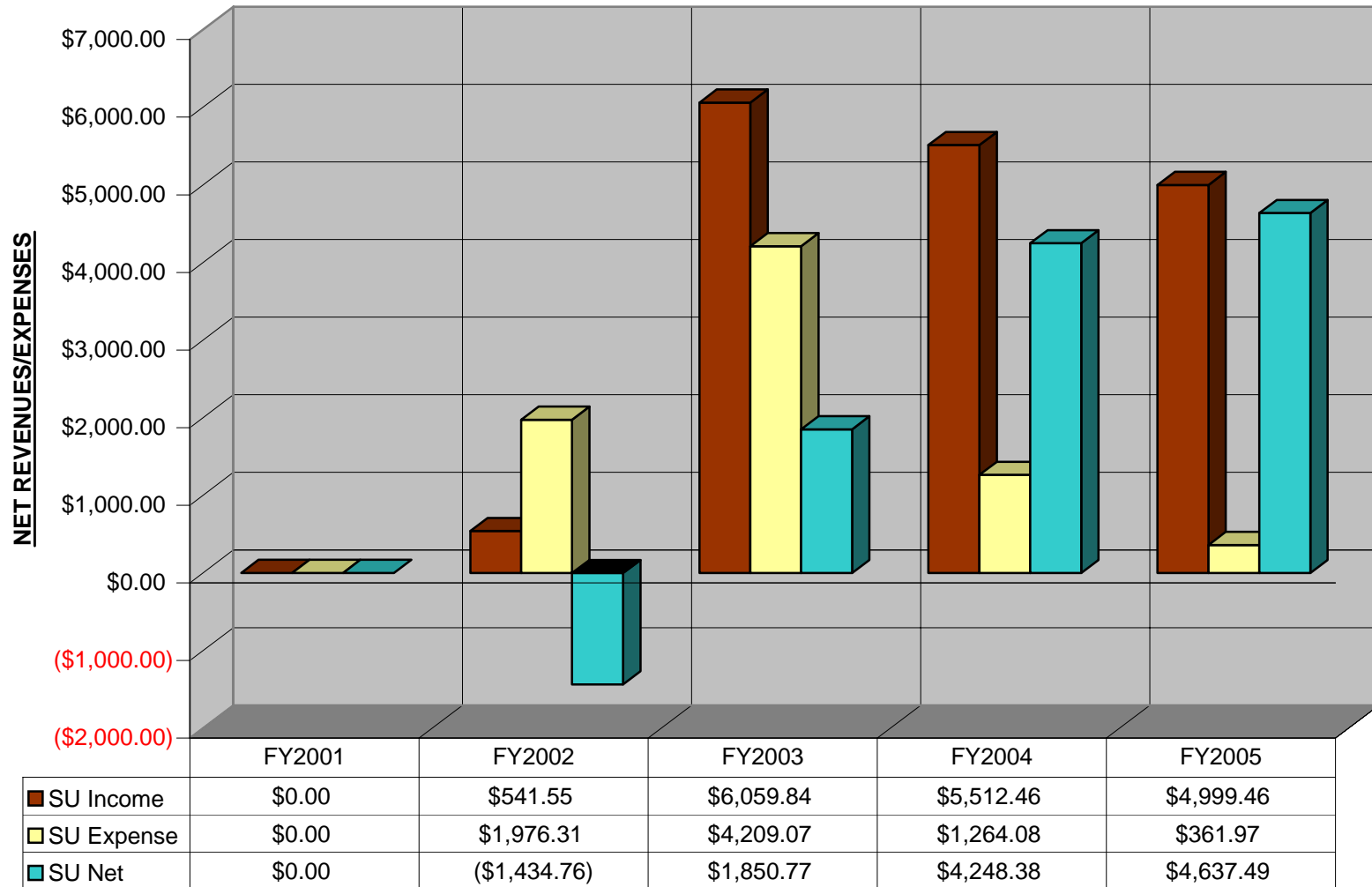
FISCAL YEAR TOTALS

## PILLSBURY STATE PARK



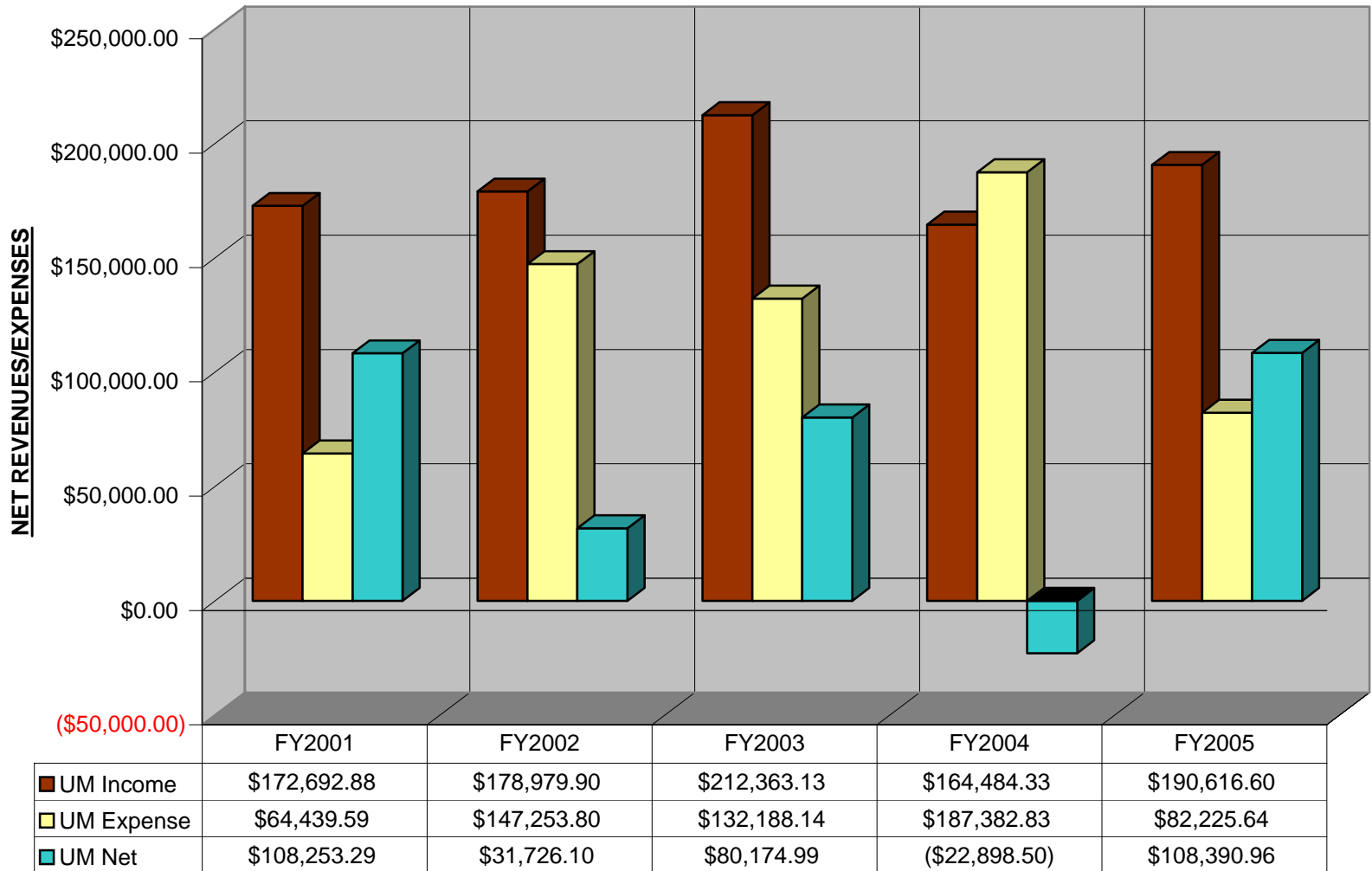
FISCAL YEAR TOTALS

## SUNAPEE CAMPGROUND



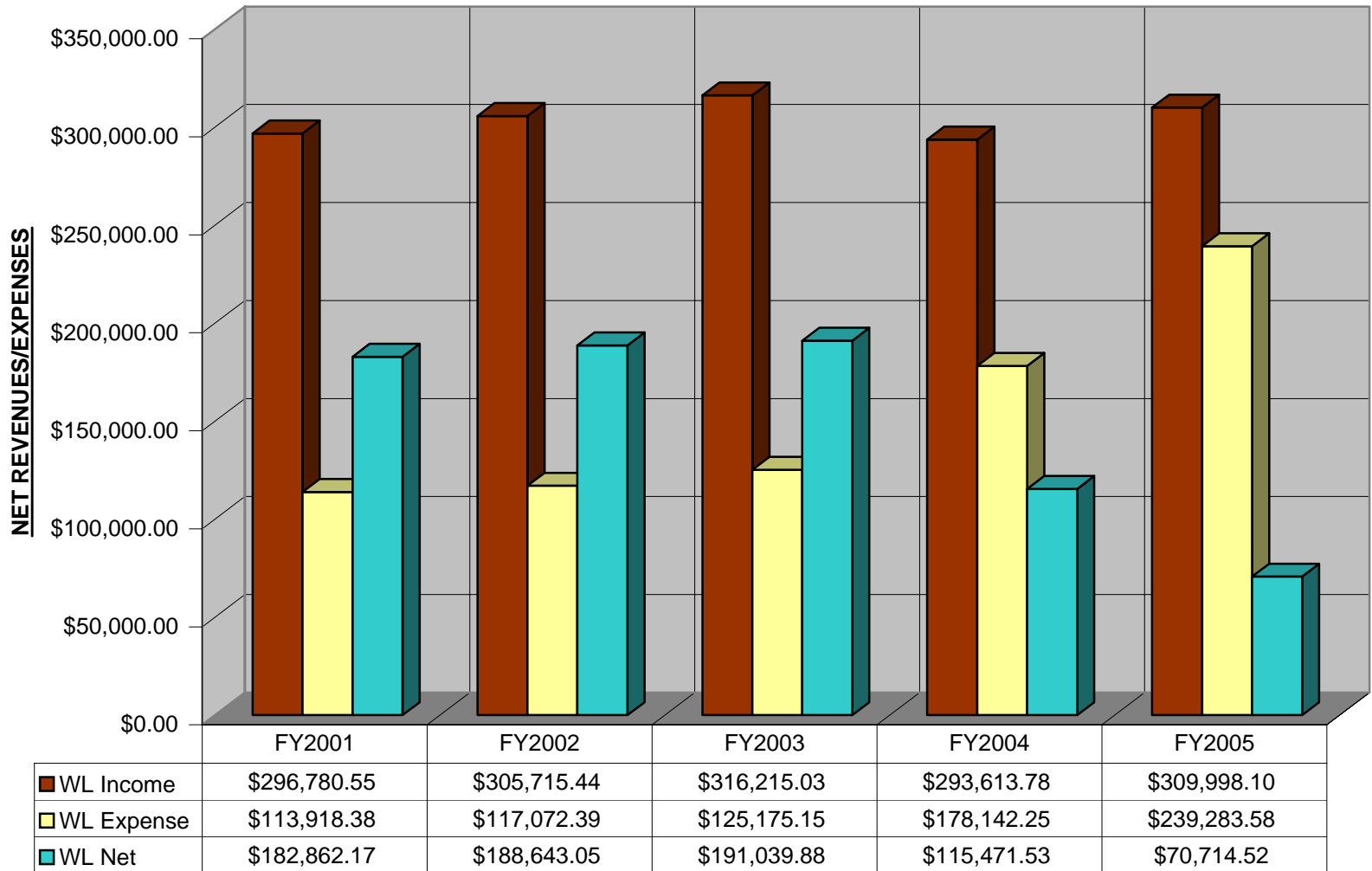
FISCAL YEAR TOTALS

## UMBAGOG STATE PARK



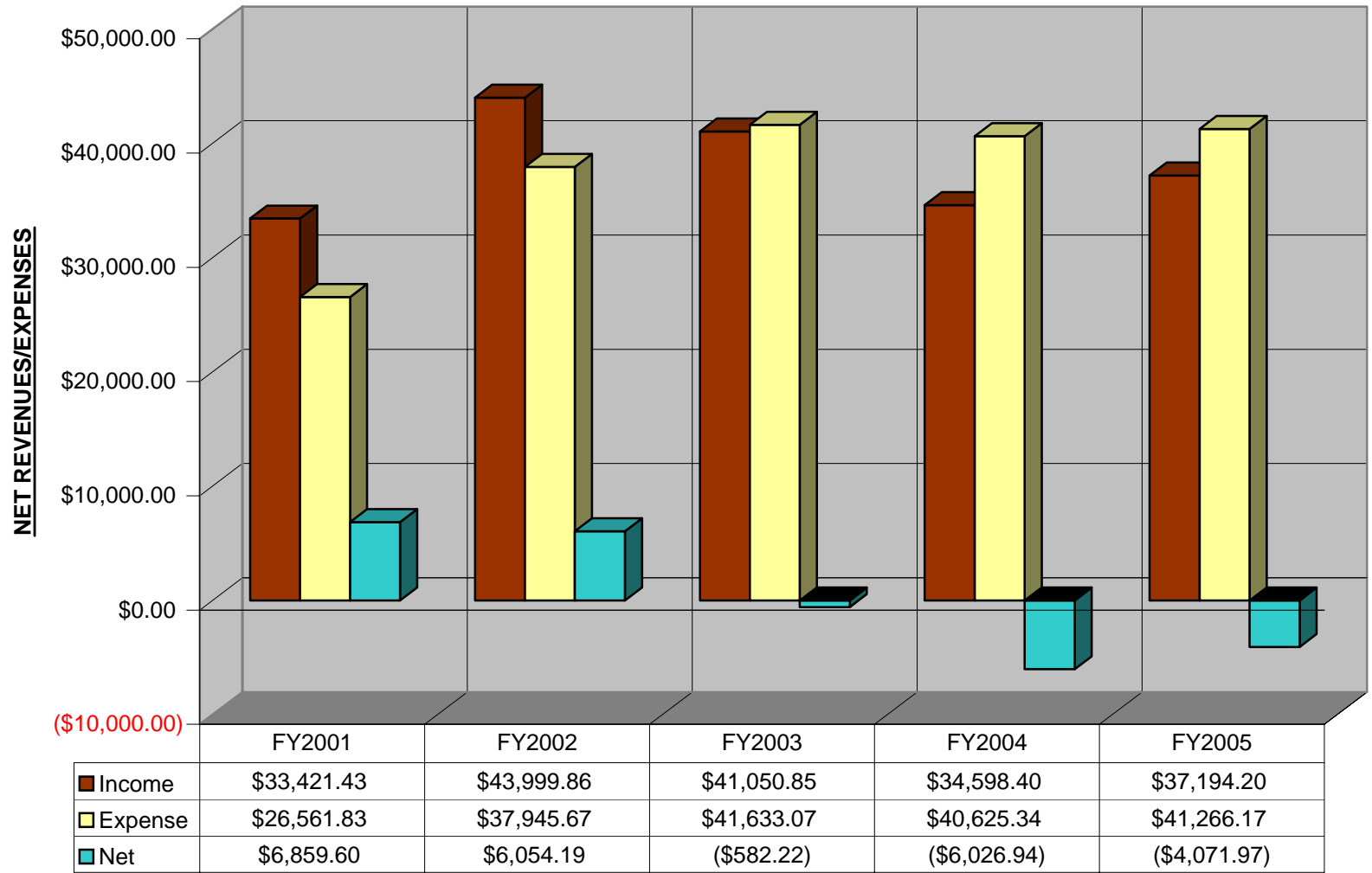
**FISCAL YEAR TOTALS**

## WHITE LAKE STATE PARK



FISCAL YEAR TOTALS

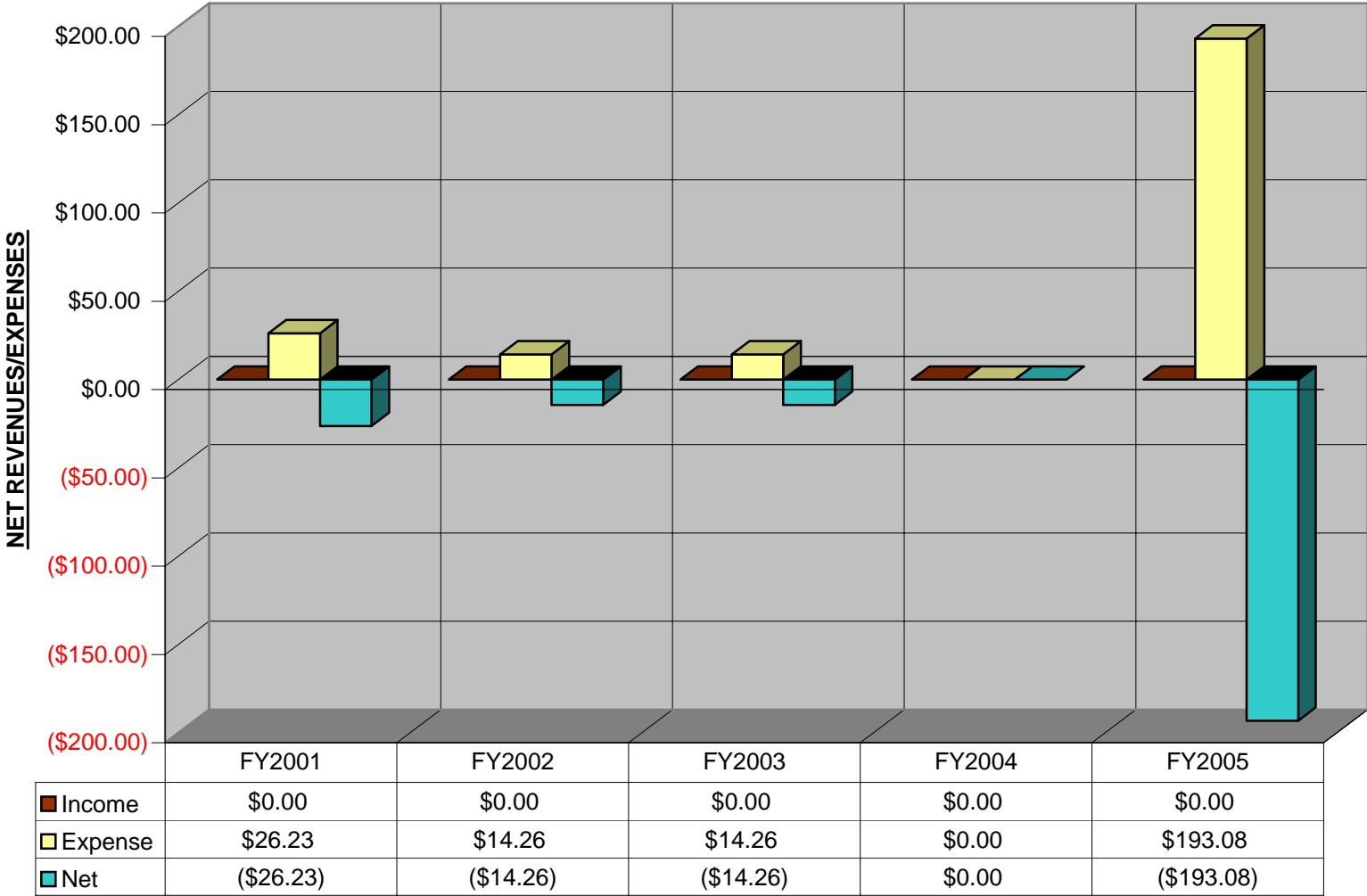
## CLOUGH STATE PARK



FISCAL YEAR TOTALS

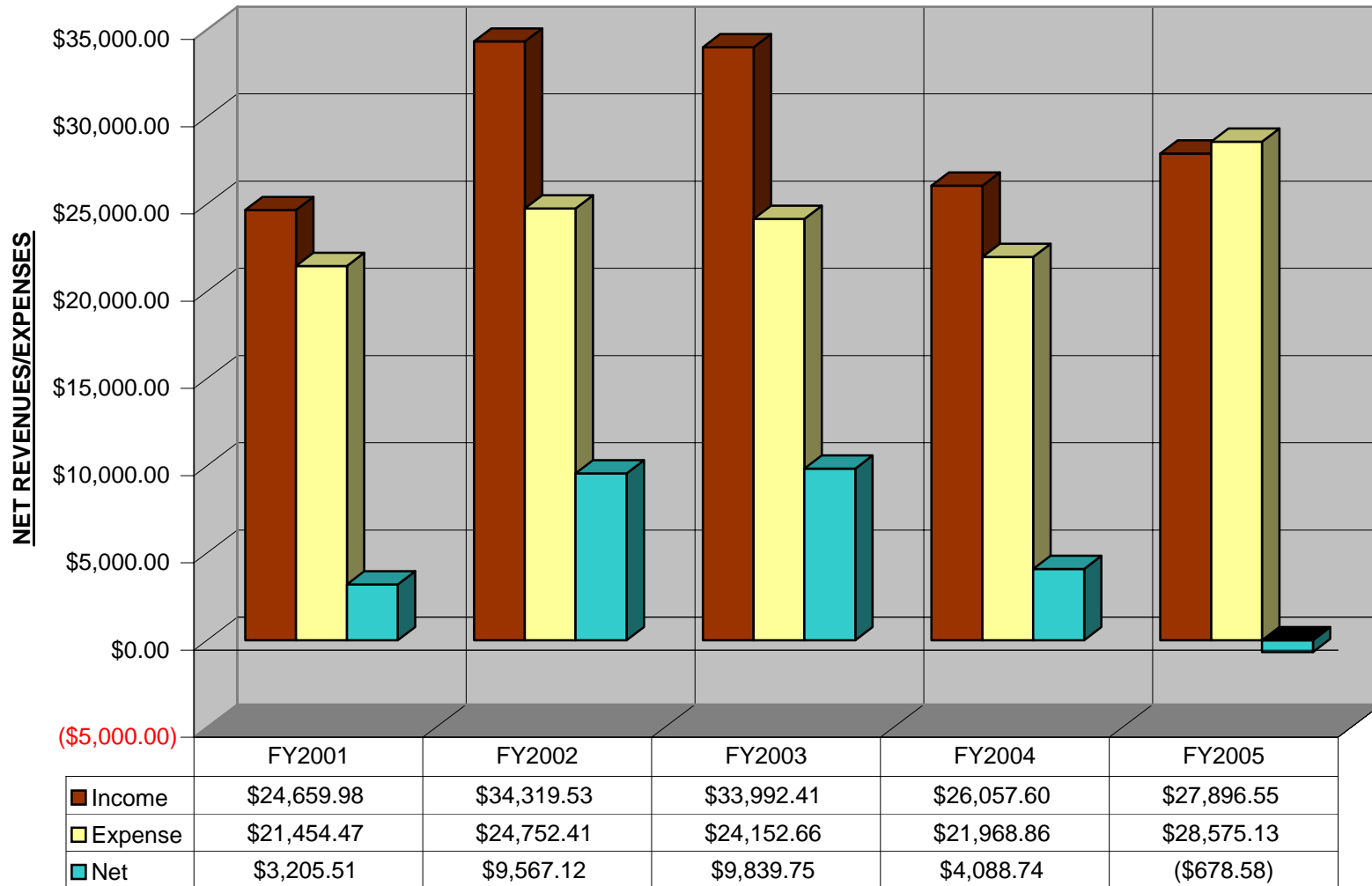


**DIXVILLE-ANDROSCOGGIN**



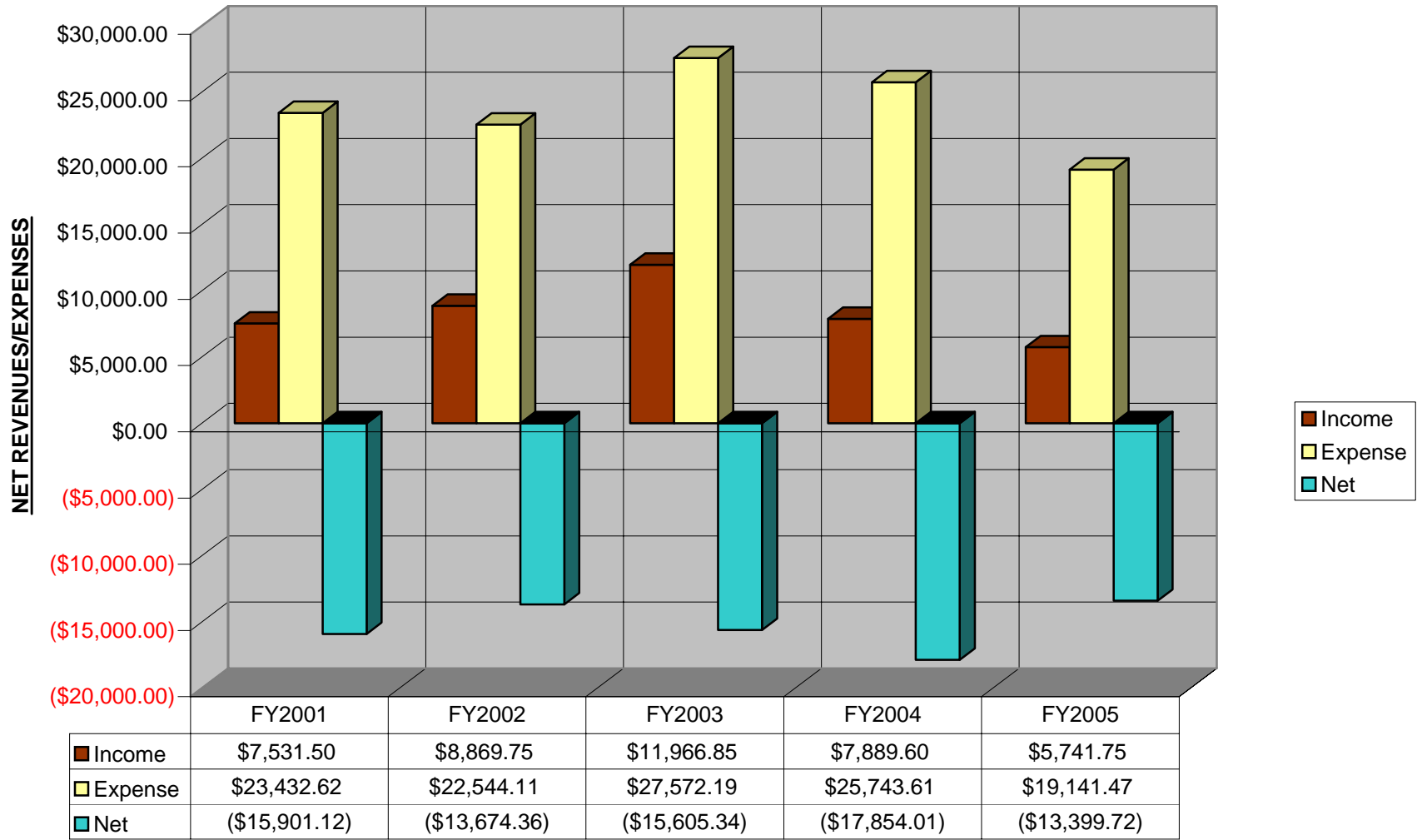
**FISCAL YEAR TOTALS**

## ECHO LAKE STATE PARK



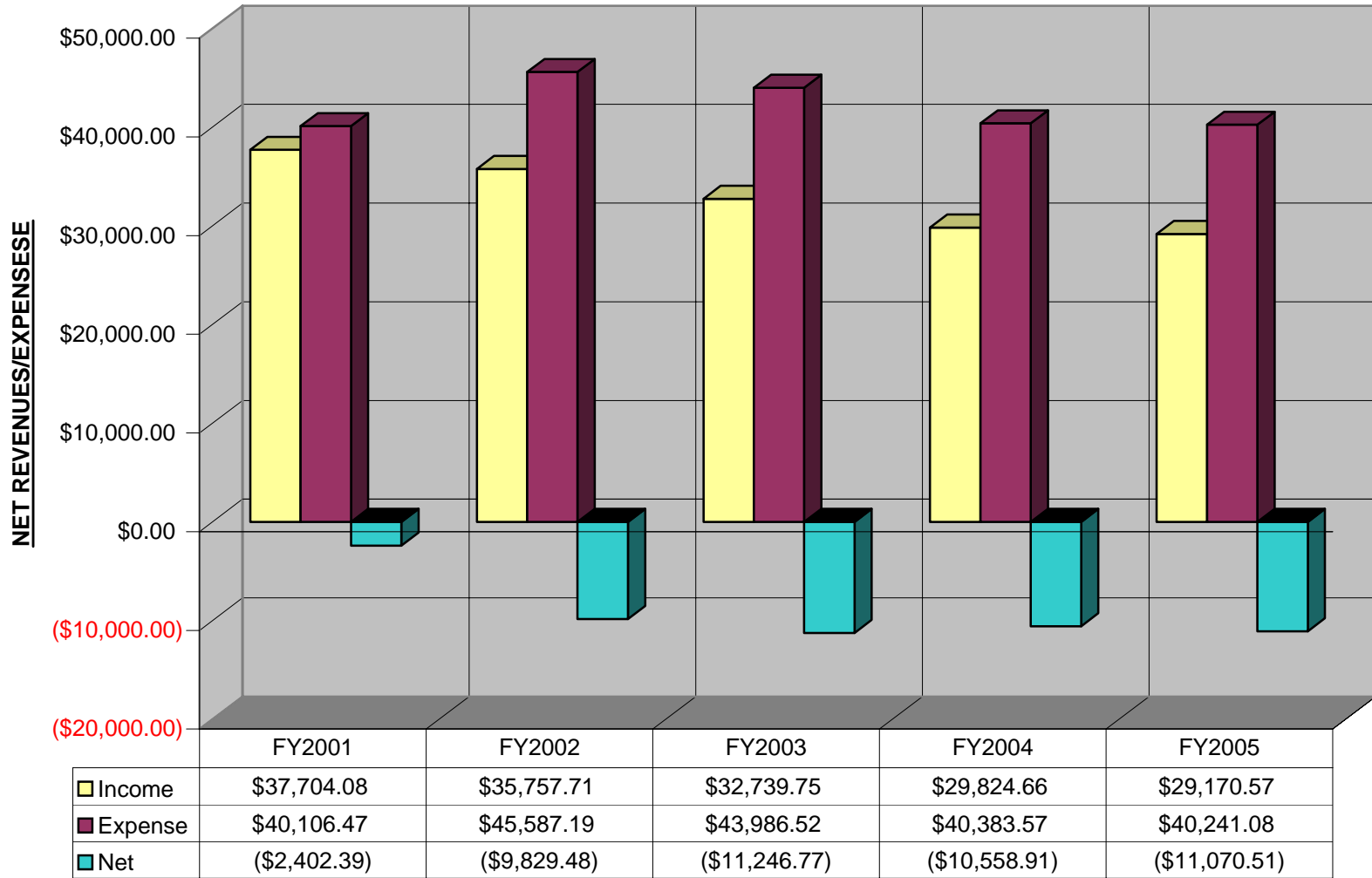
FISCAL YEAR TOTALS

## FOREST LAKE STATE PARK



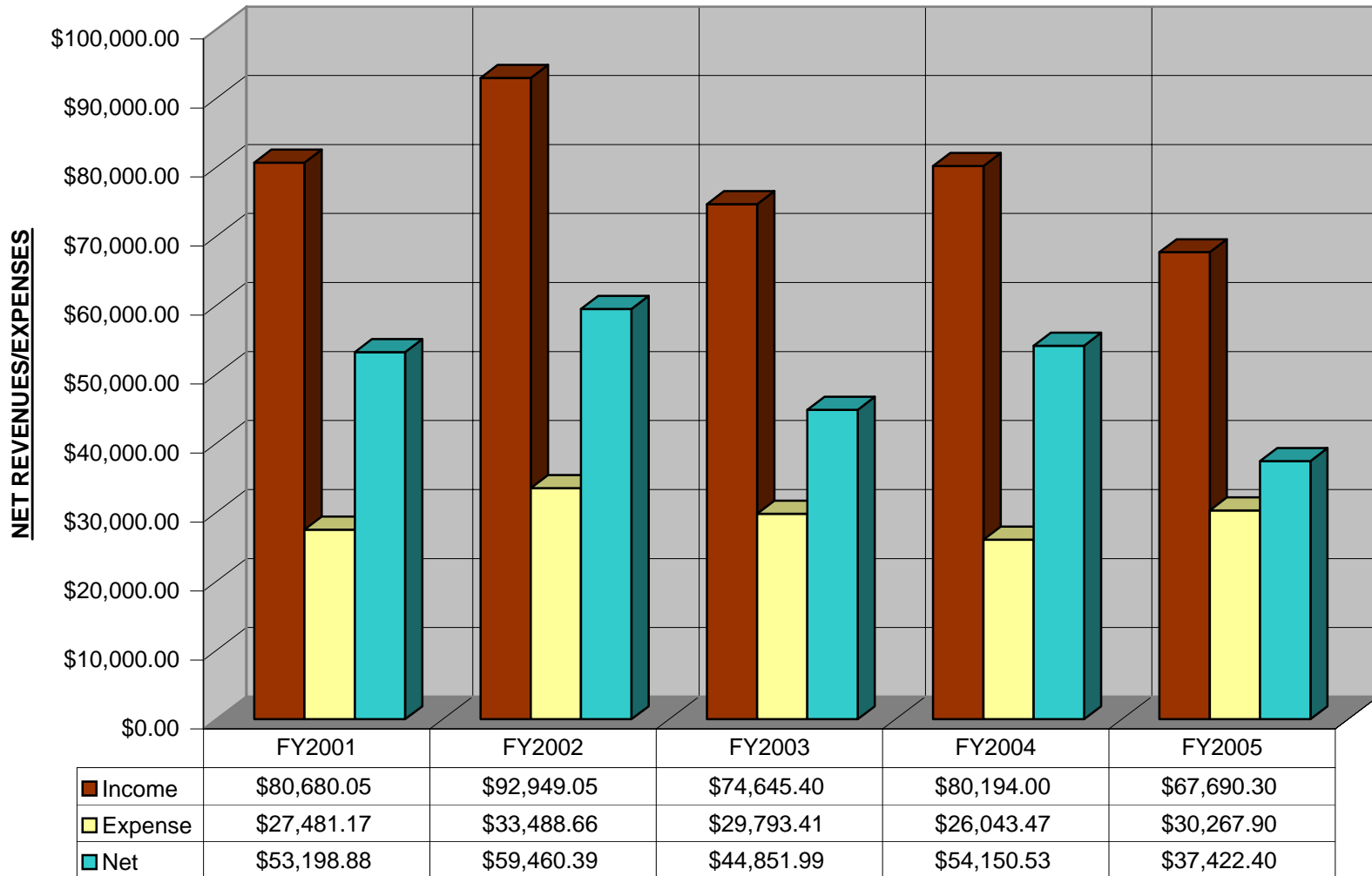
**FISCAL YEAR TOTALS**

## KINGSTON STATE PARK



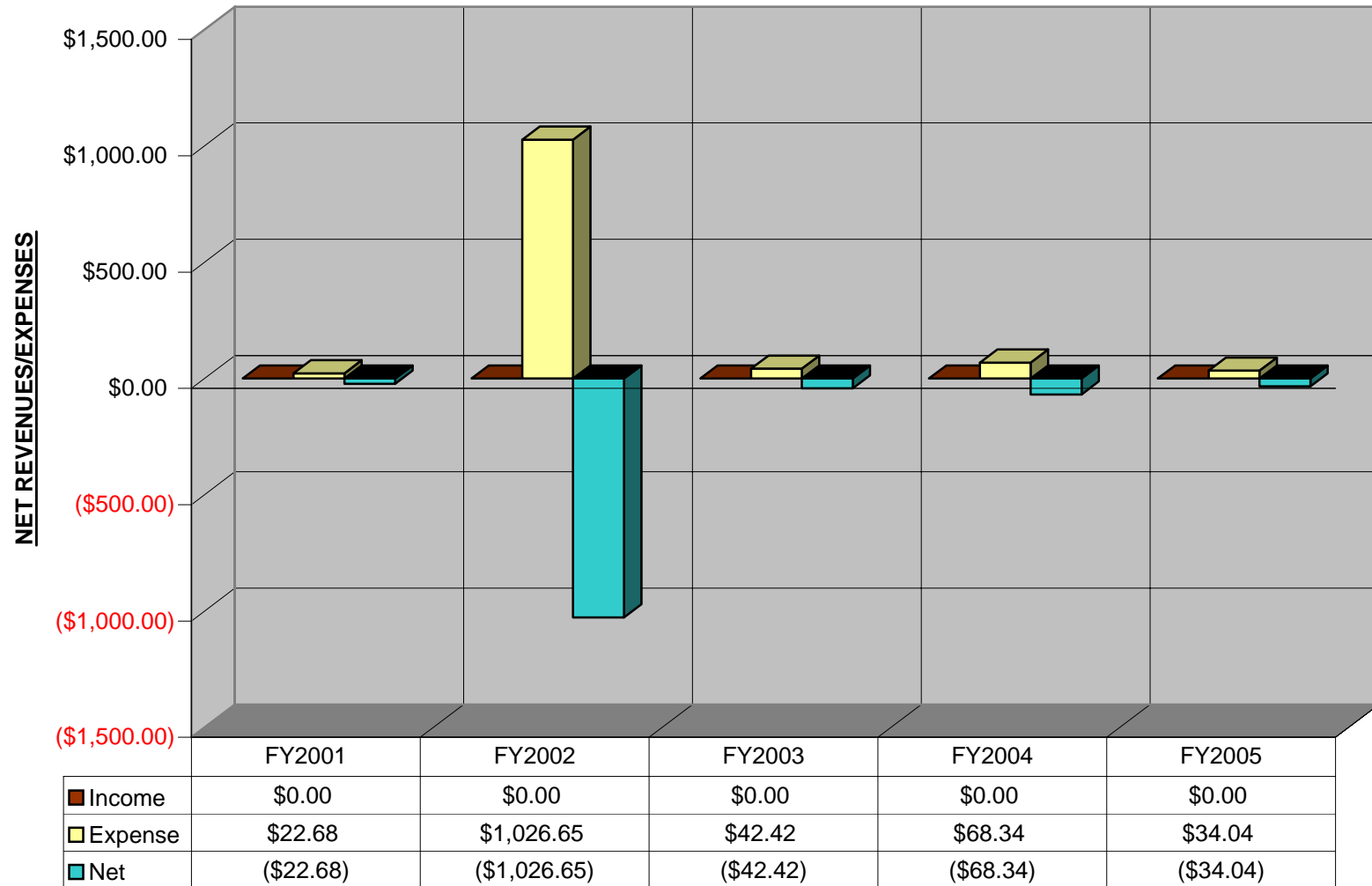
FISCAL YEAR TOTALS

## MILLER STATE PARK



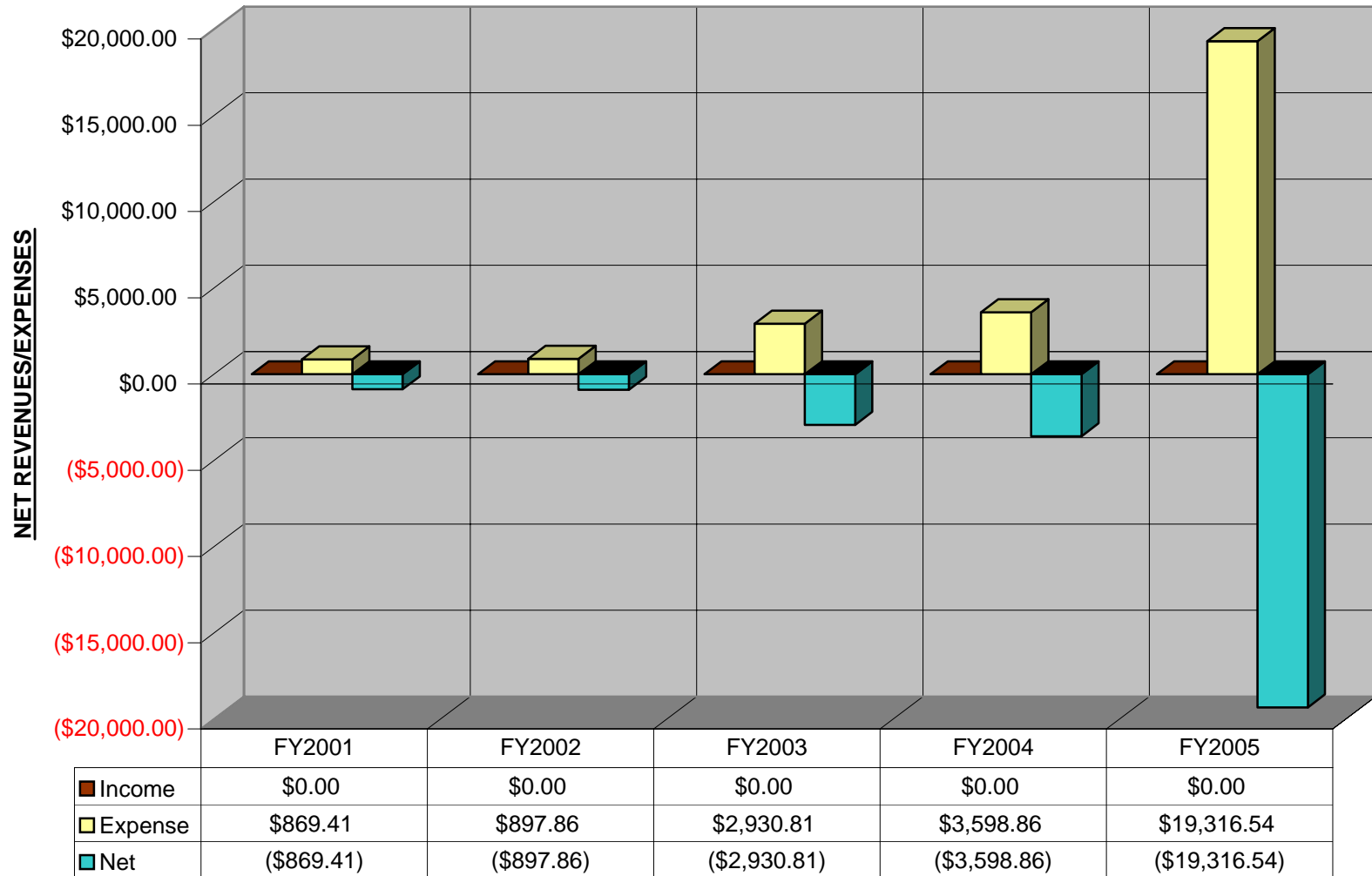
FISCAL YEAR TOTALS

## MOUNT CARDIGAN STATE PARK



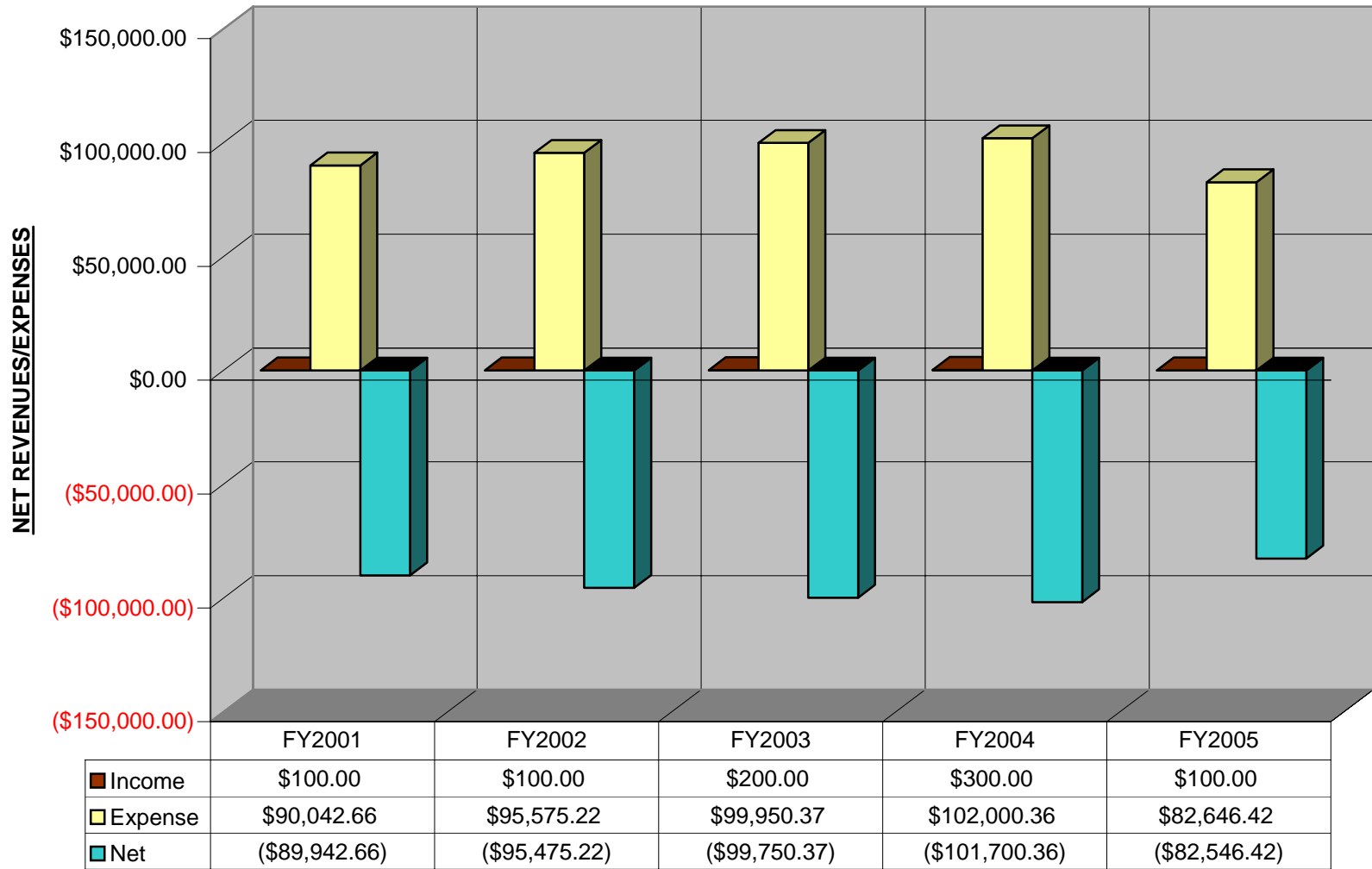
FISCAL YEAR TOTALS

## NORTHWOOD MEADOWS STATE PARK



FISCAL YEAR TOTALS

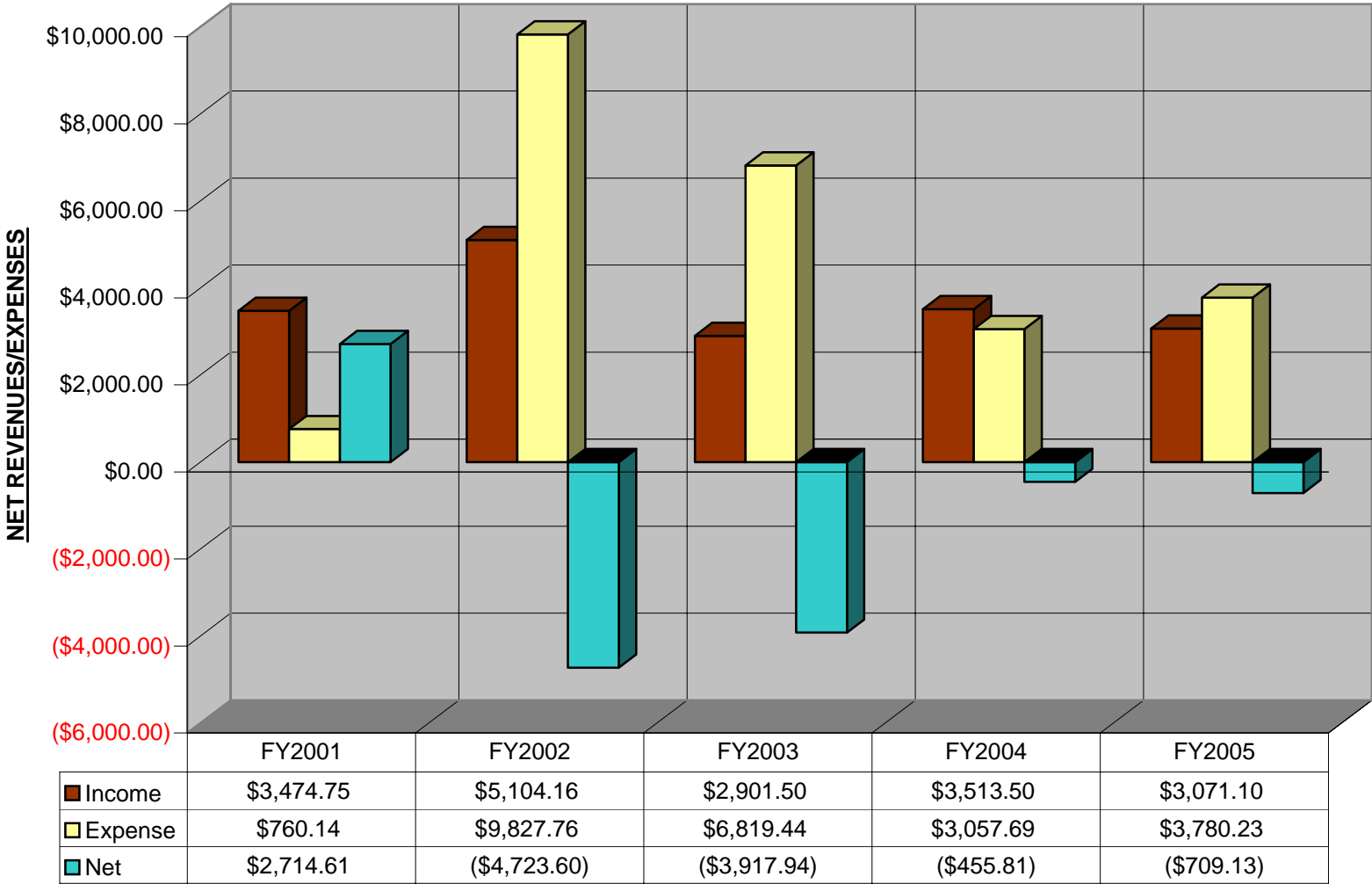
## PISGAH STATE PARK



FISCAL YEAR TOTALS

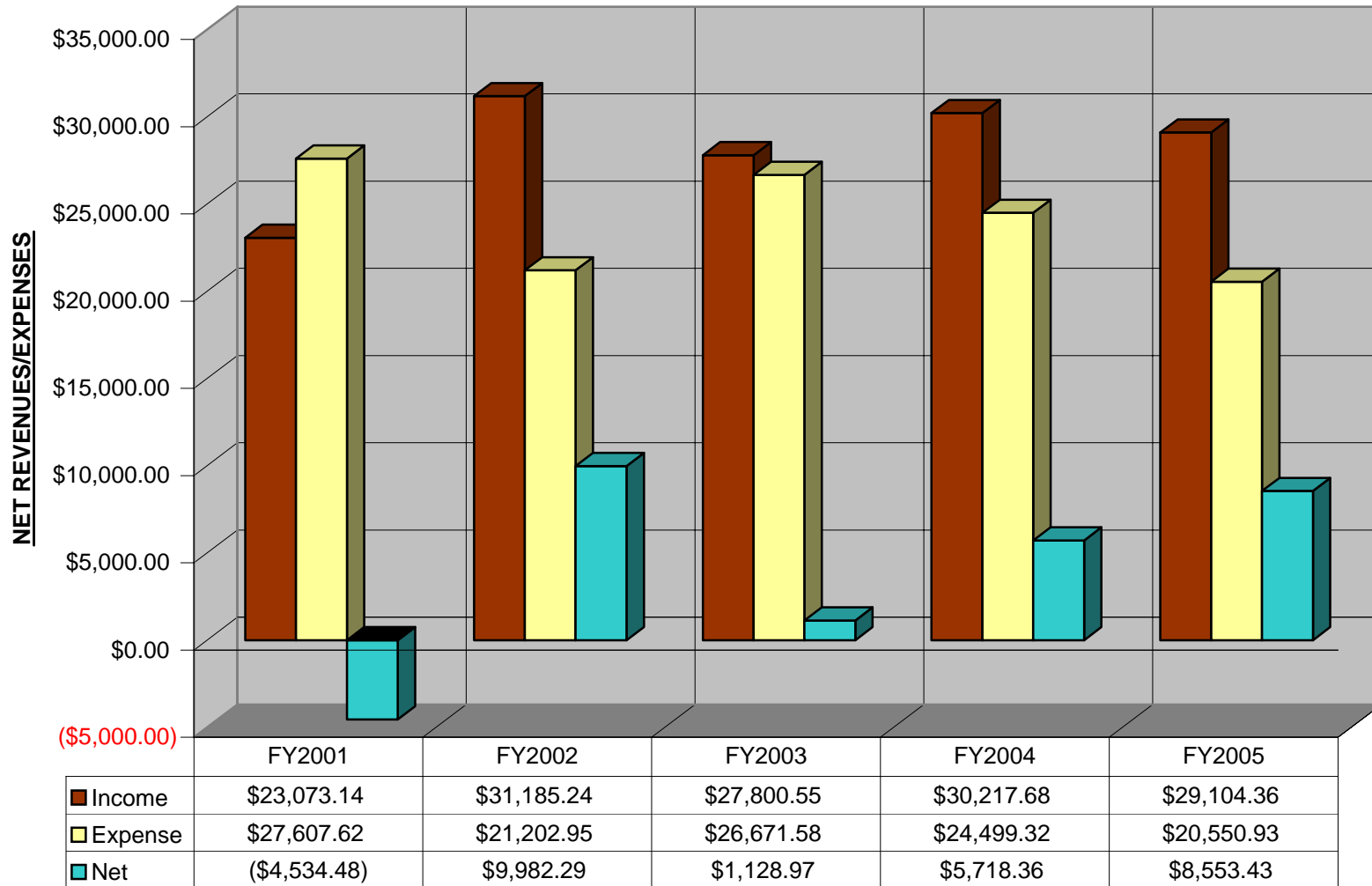


# RHODODENDRON STATE PARK



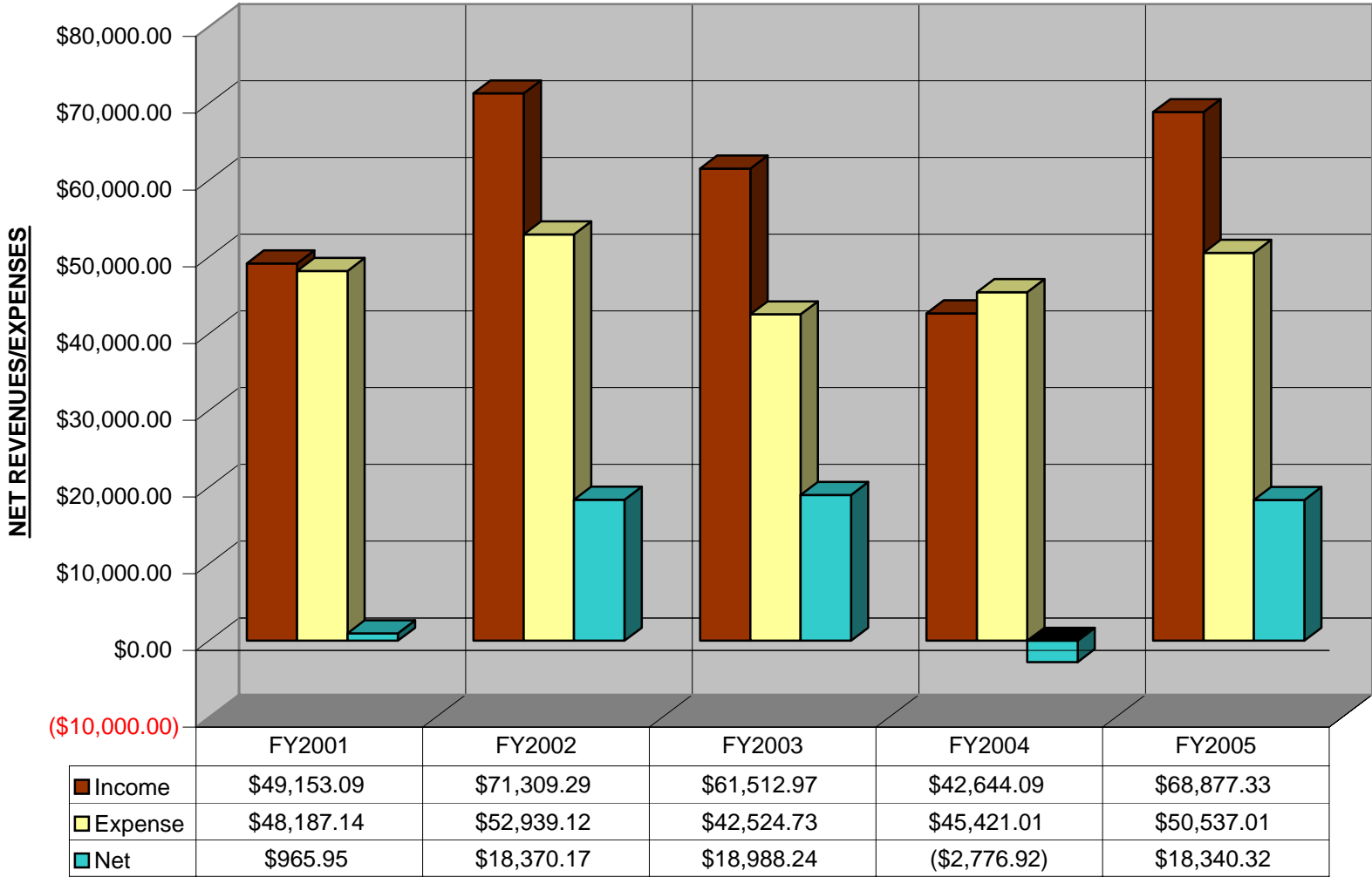
FISCAL YEAR TOTALS

## ROLLINS STATE PARK



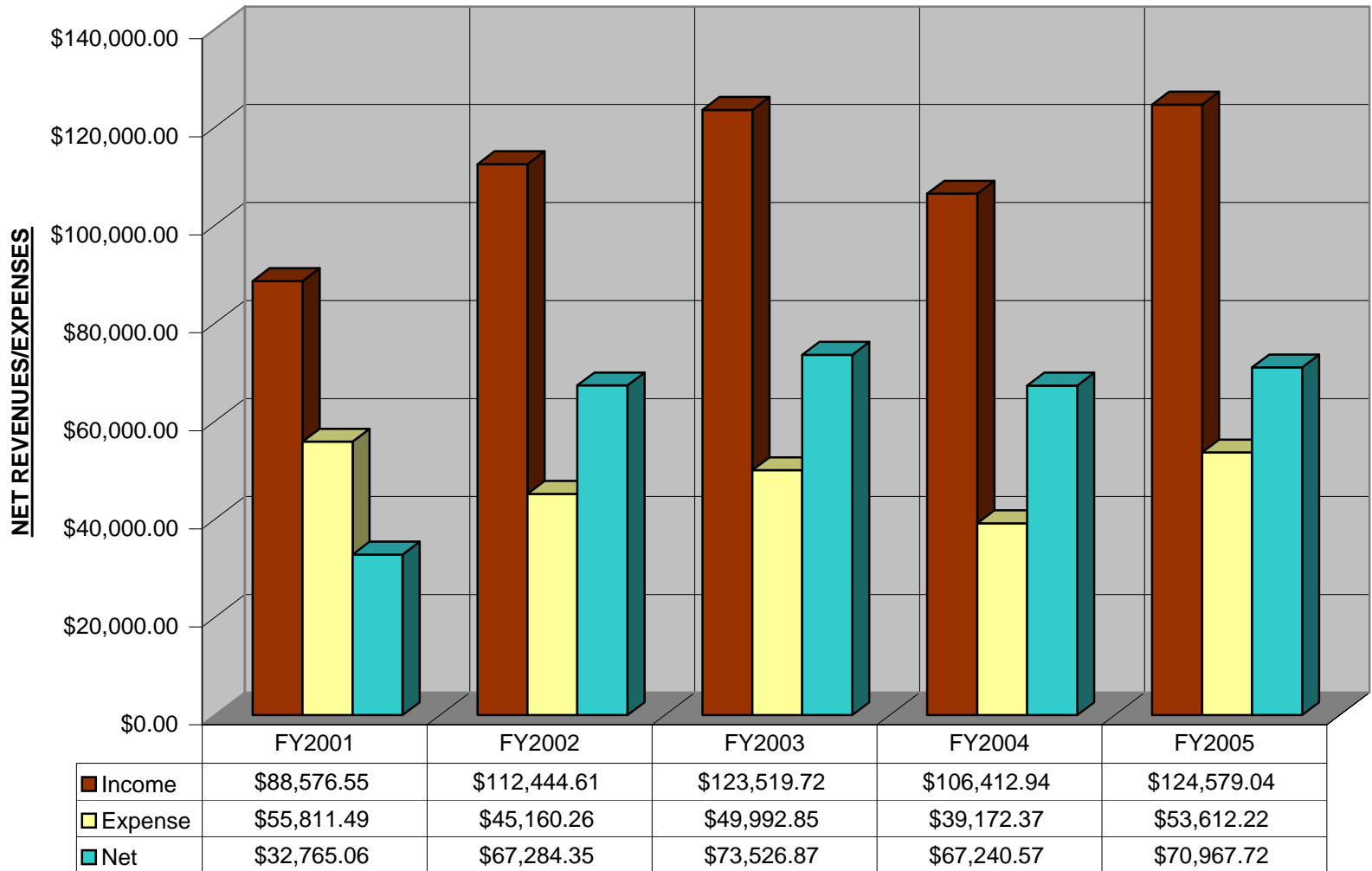
FISCAL YEAR TOTALS

**SILVER LAKE STATE PARK**



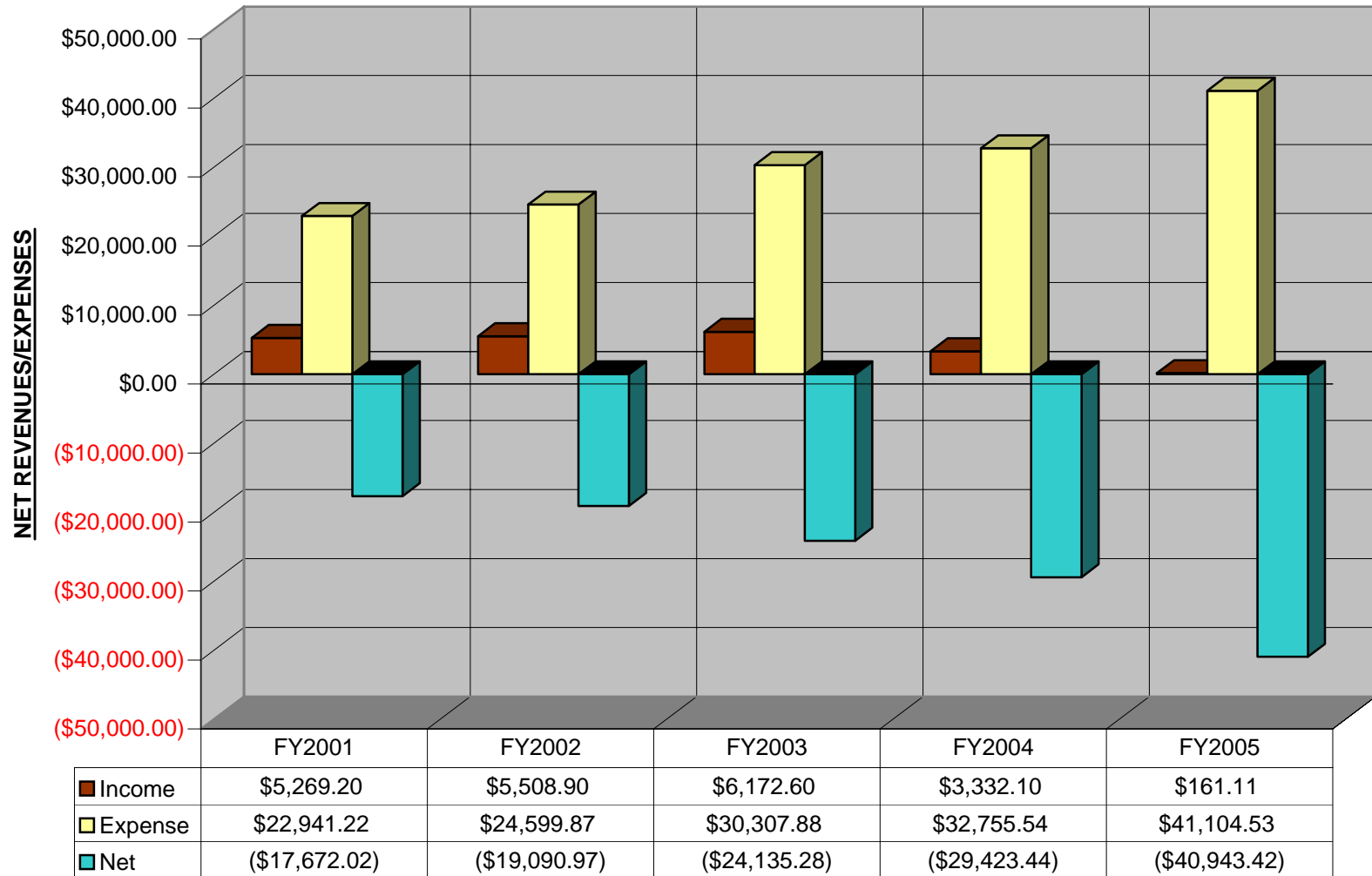
**FISCAL YEAR TOTALS**

## SUNAPEE BEACH



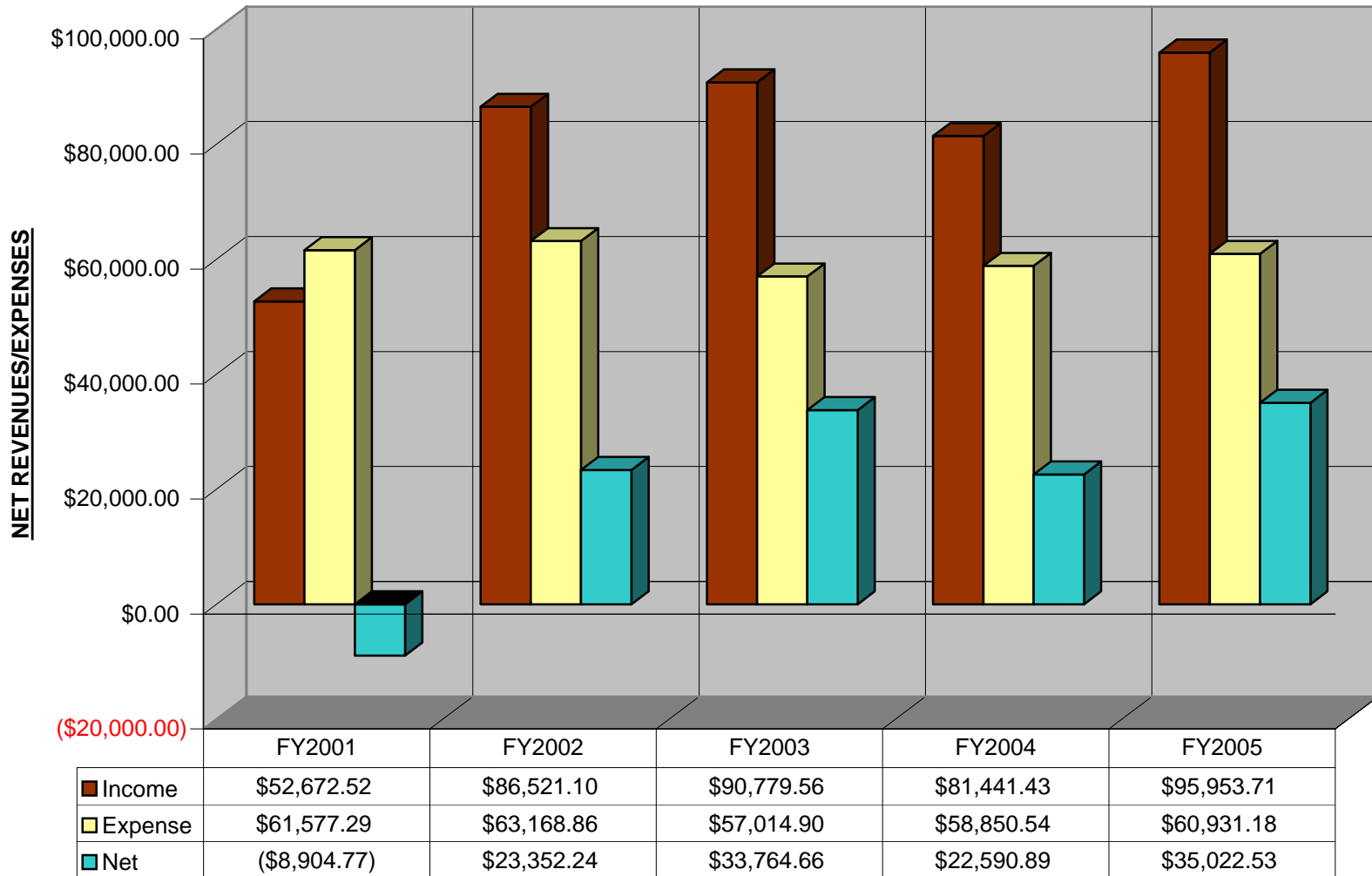
FISCAL YEAR TOTALS

## WADLEIGH STATE PARK



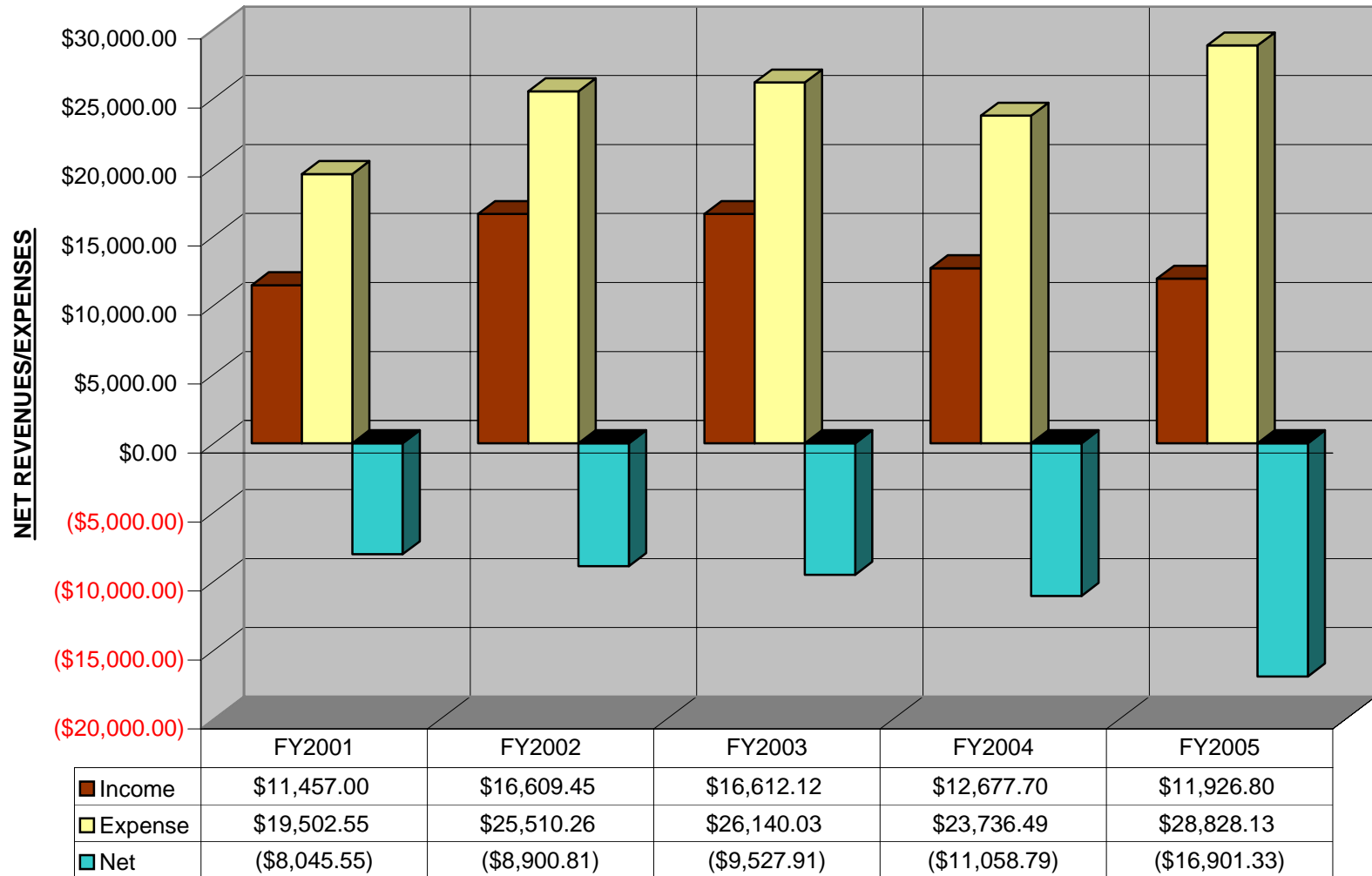
**FISCAL YEAR TOTALS**

## WELLINGTON STATE PARK



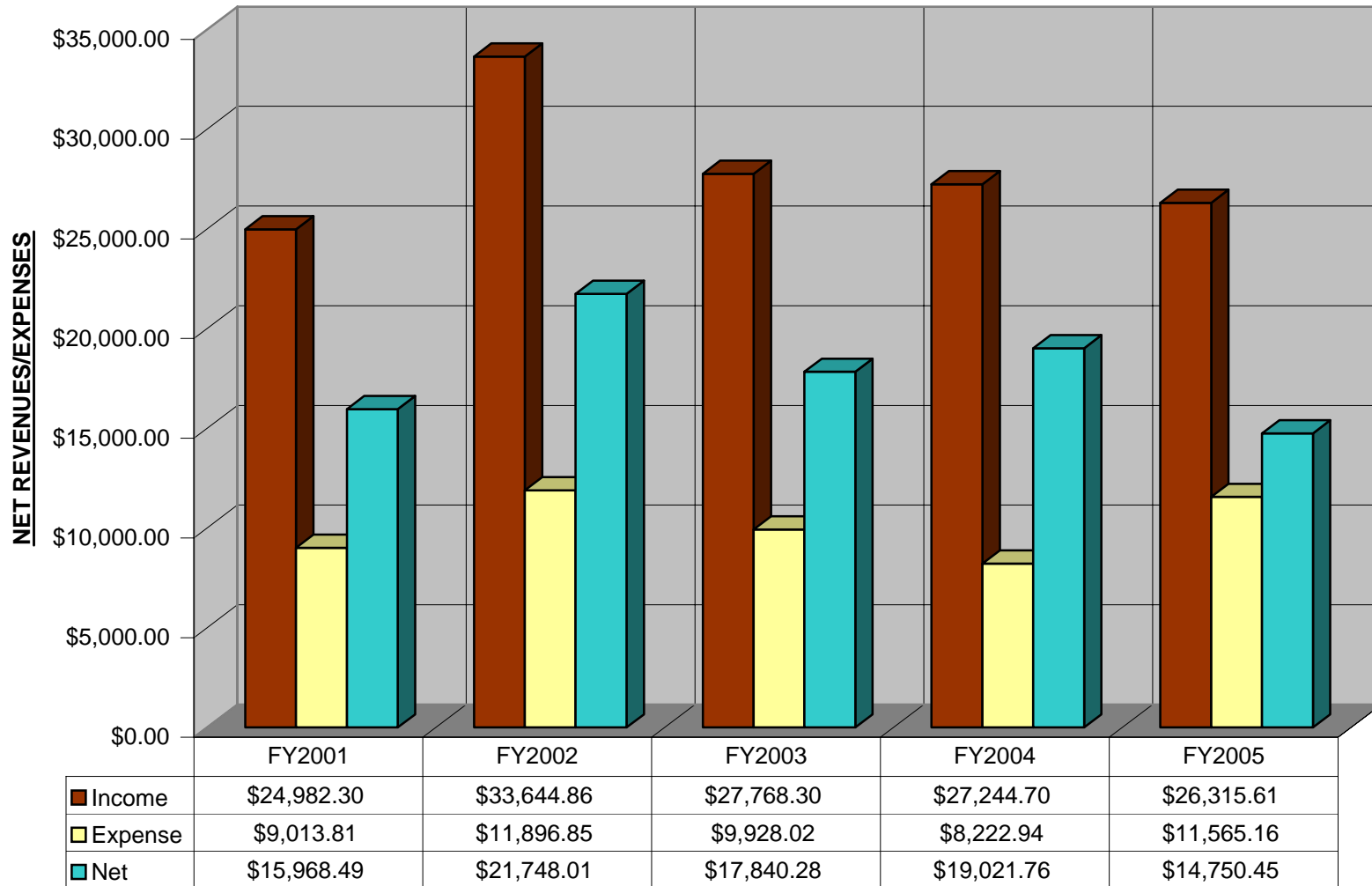
FISCAL YEAR TOTALS

## WENTWORTH STATE PARK



FISCAL YEAR TOTALS

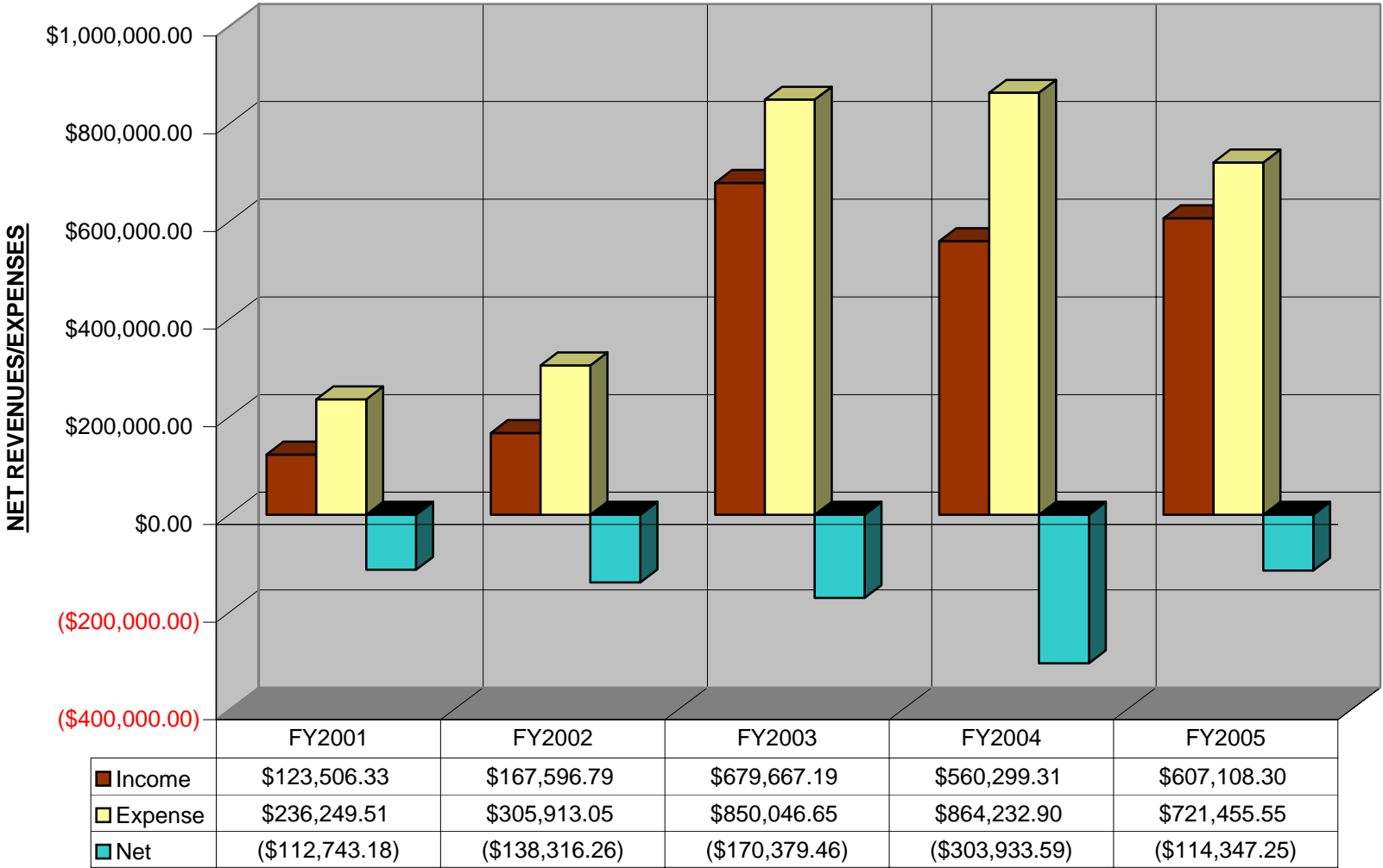
## WINSLOW STATE PARK



FISCAL YEAR TOTALS

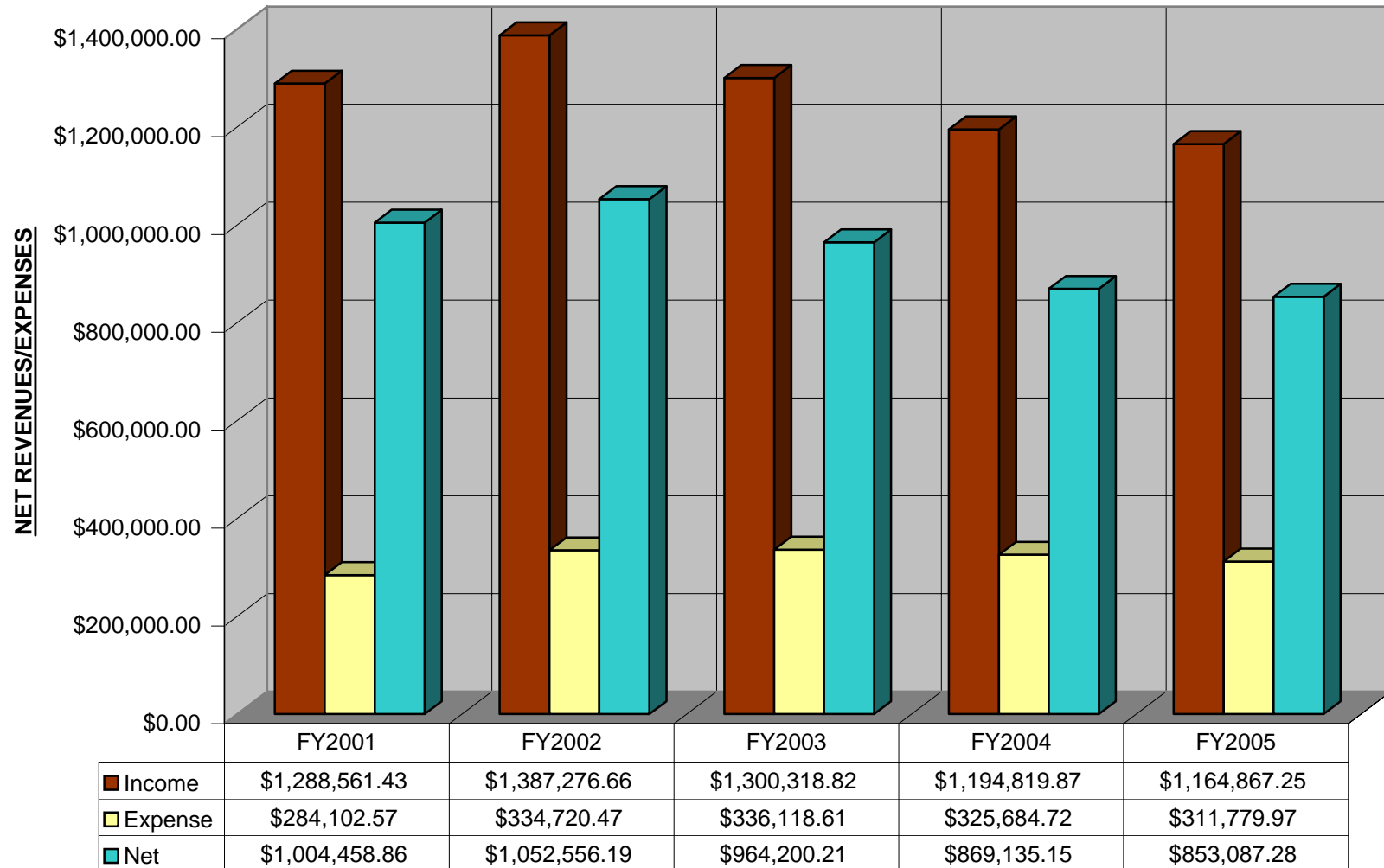


**MOUNT WASHINGTON STATE PARK**



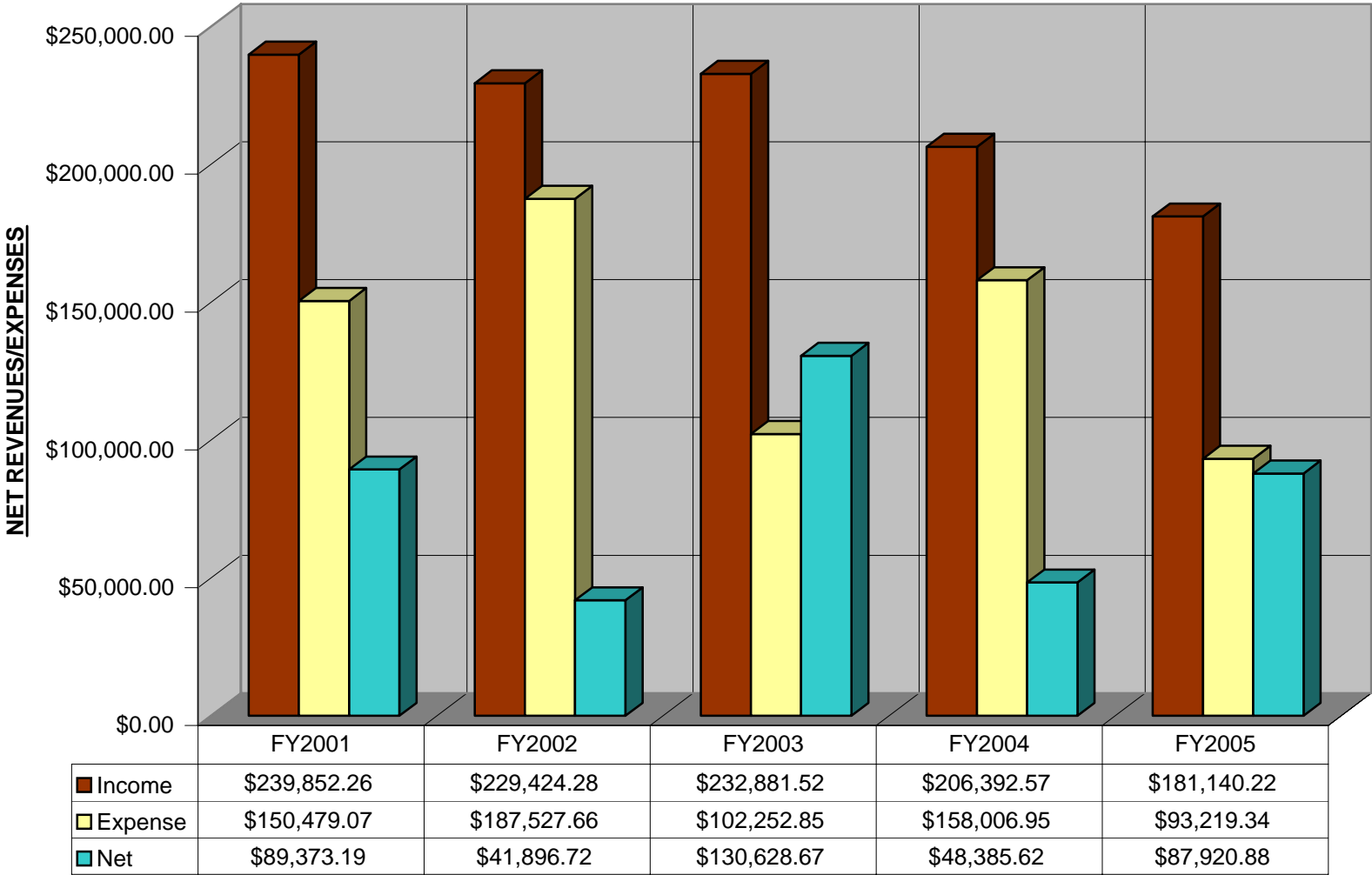
**FISCAL YEAR TOTALS**

## THE FLUME



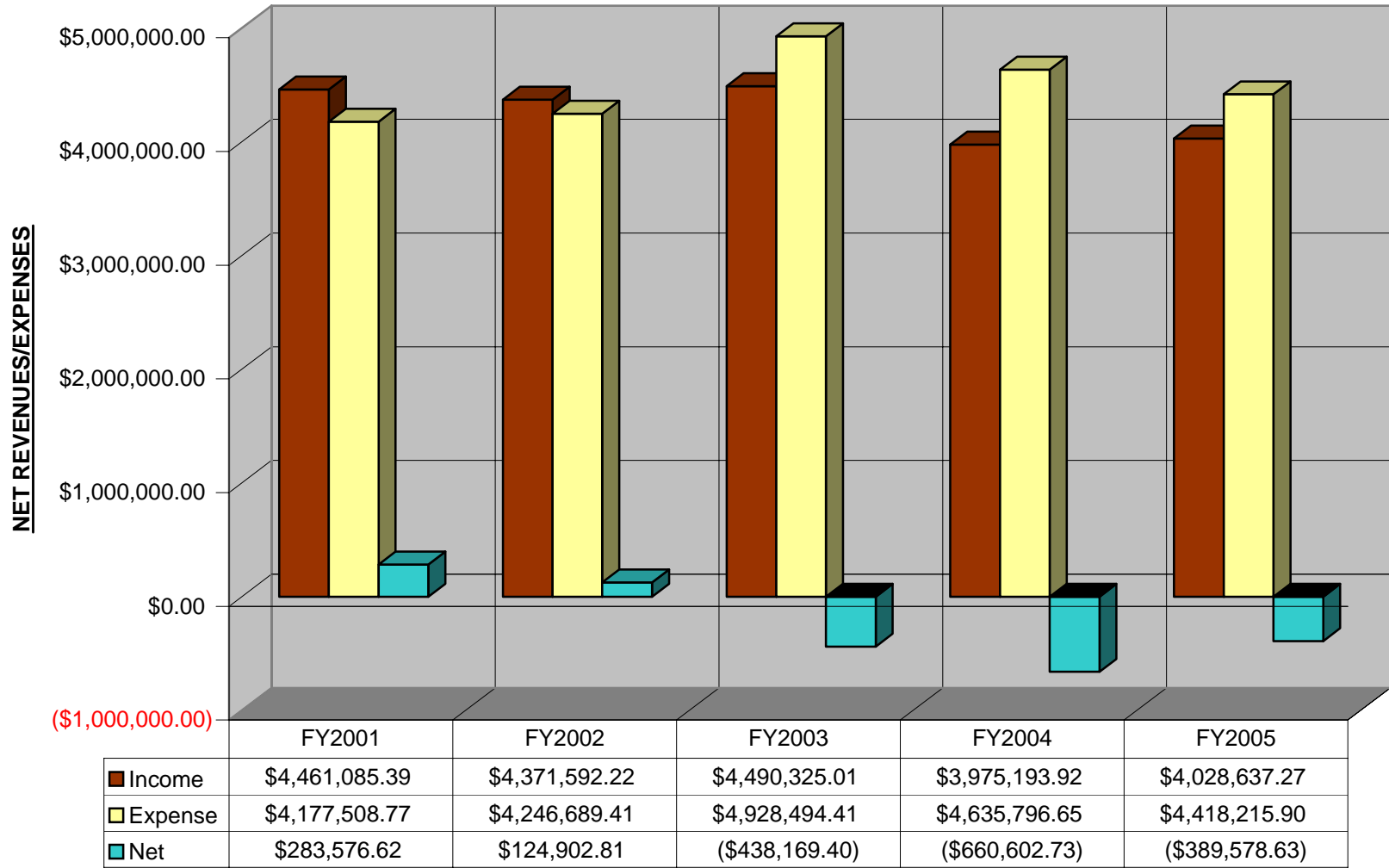
FISCAL YEAR TOTALS

**THE TRAM**



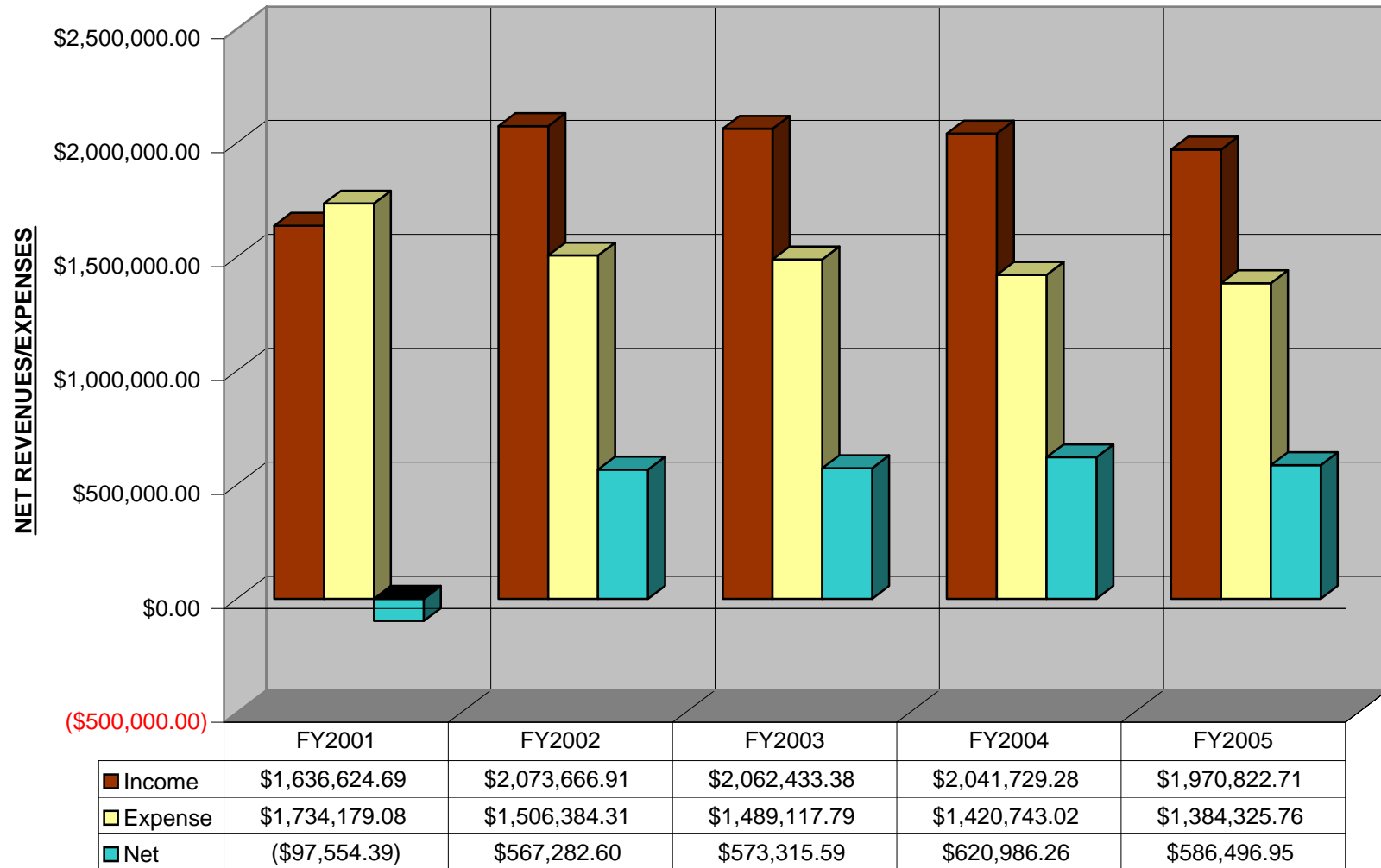
**FISCAL YEAR TOTALS**

**FNSP/CANNON (Excluding Flume/Tram)**



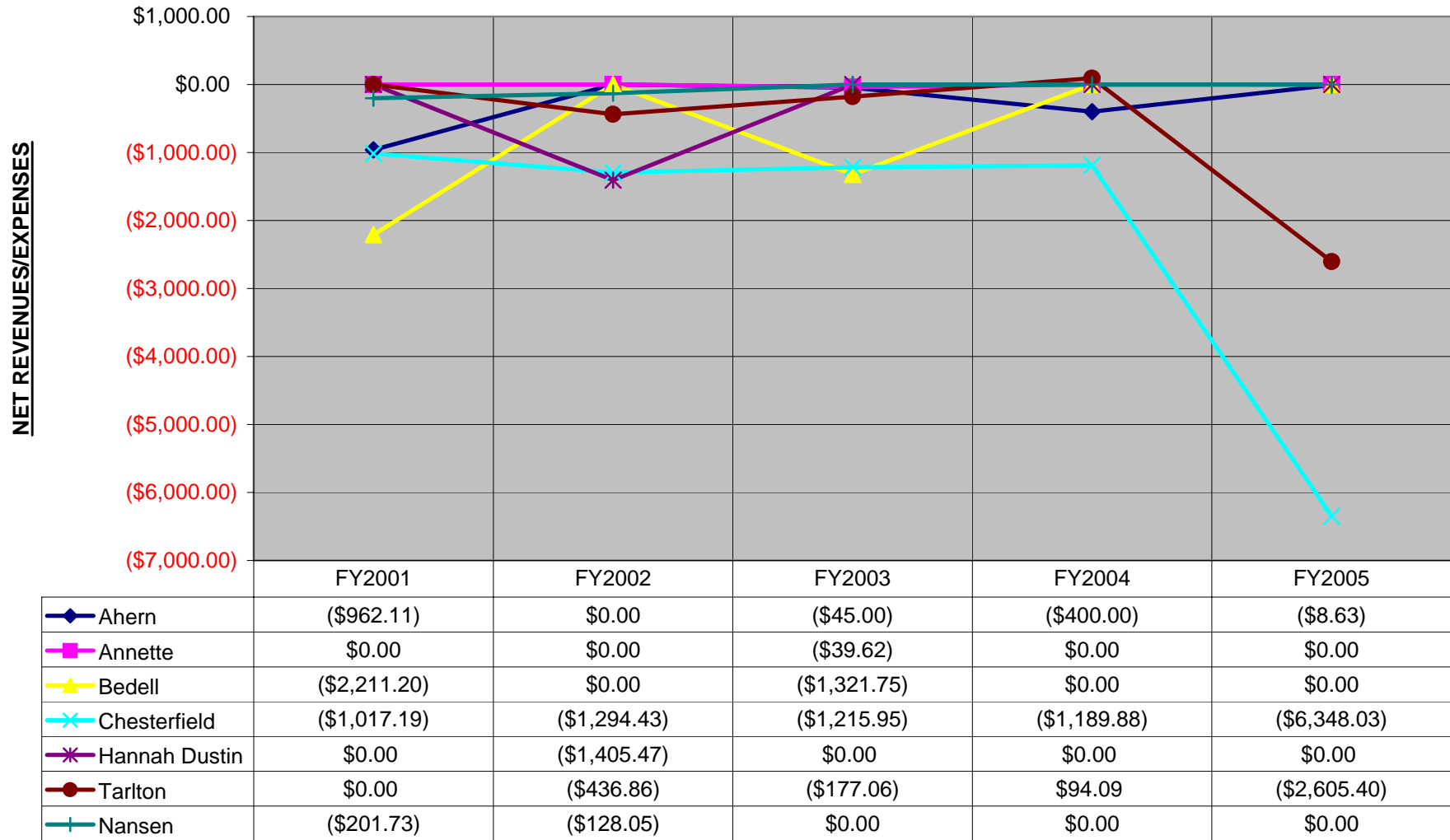
**FISCAL YEAR TOTALS**

## SEACOAST/HAMPTON BEACH



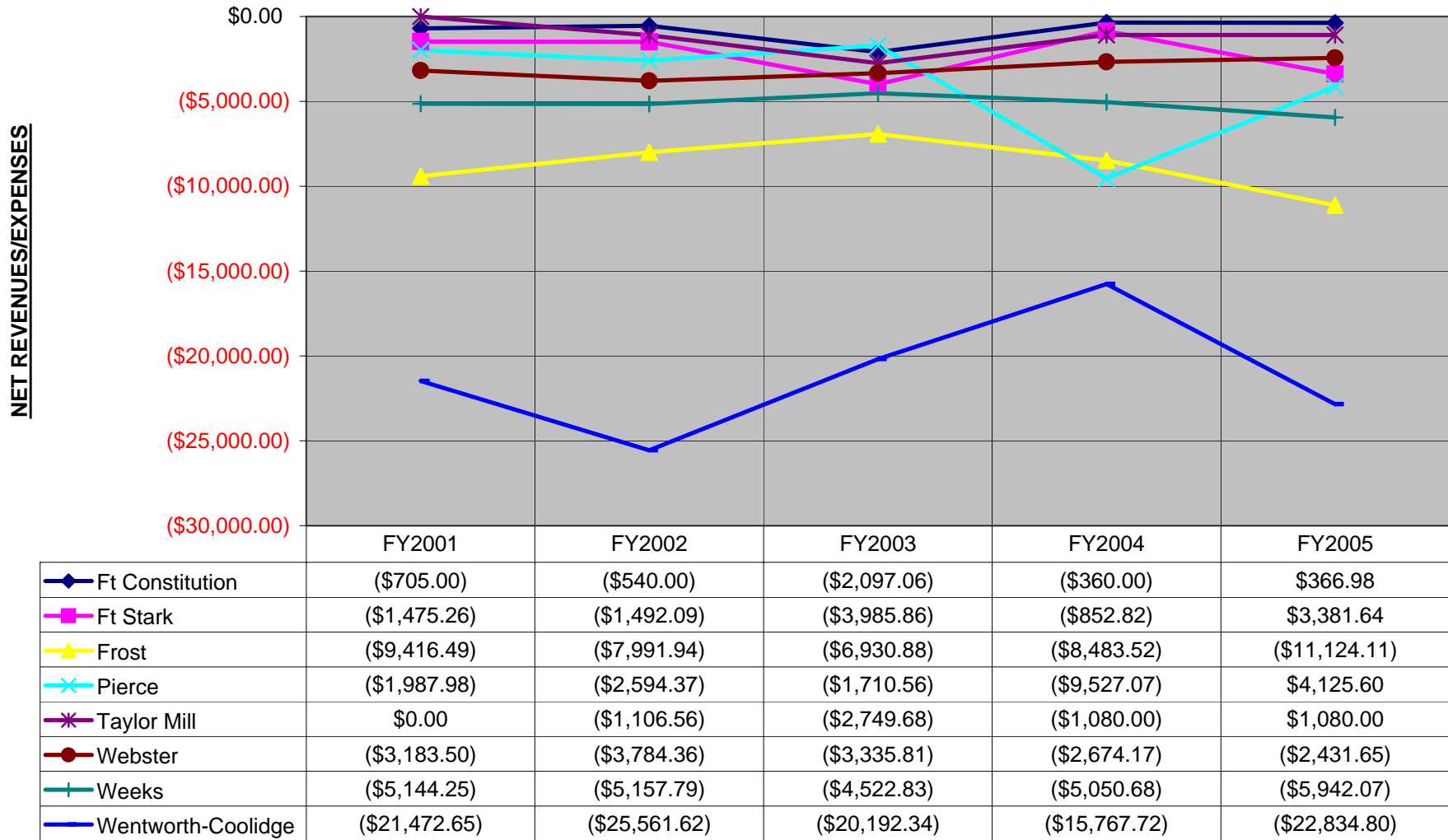
FISCAL YEAR TOTALS

## WAYSIDES



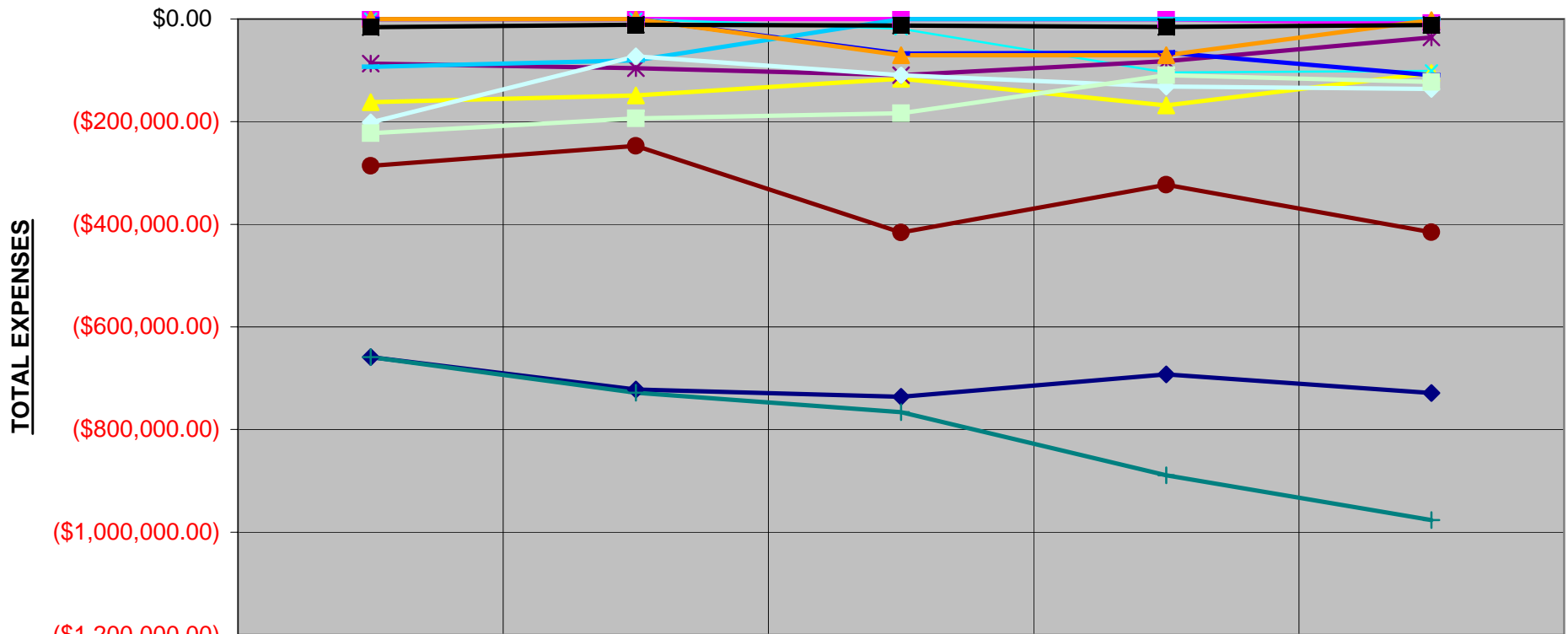
**FISCAL YEAR TOTALS**

## HISTORIC SITES



**FISCAL YEAR TOTALS**

## PARKS ADMINISTRATIVE SUMMARY

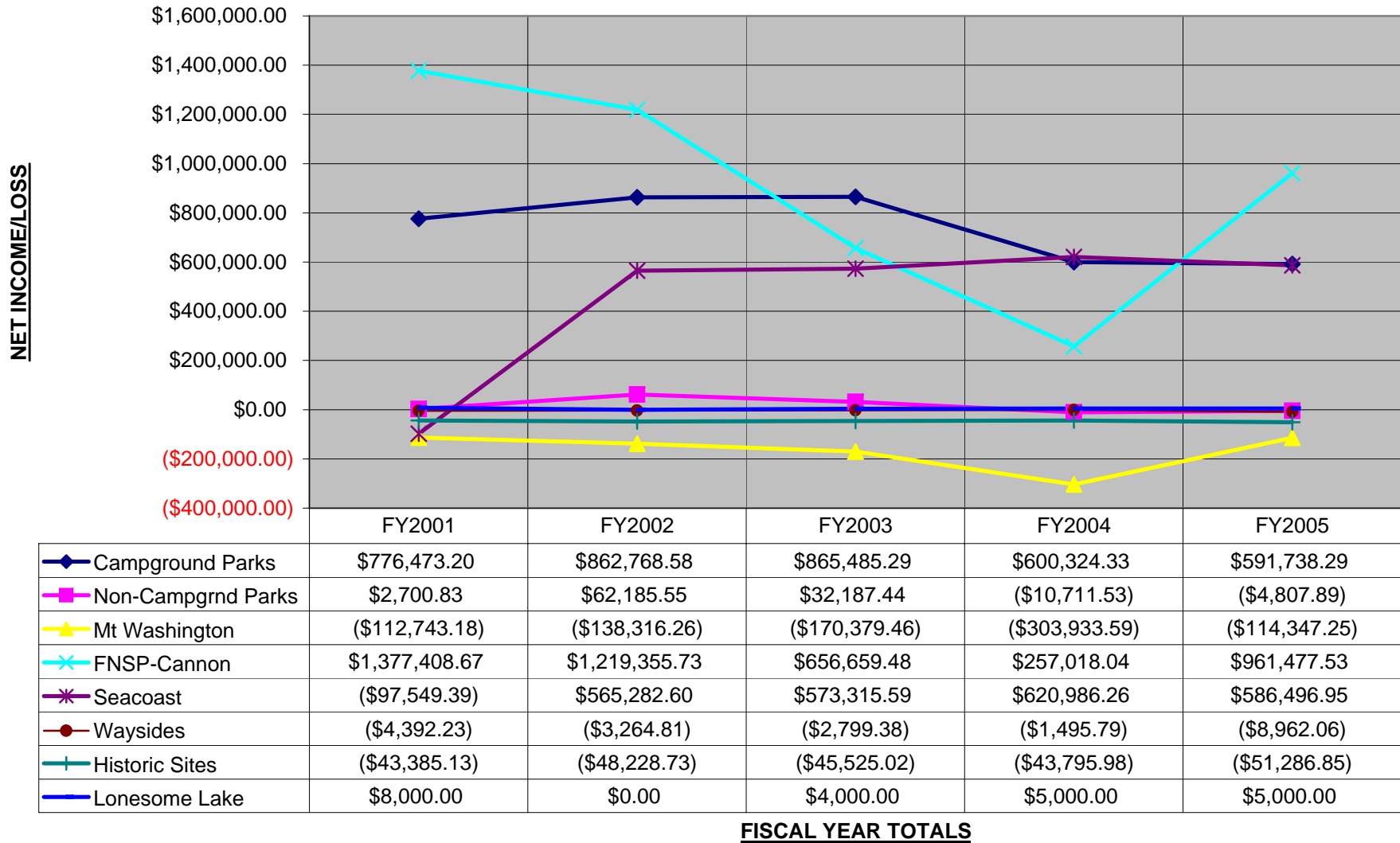


	FY2001	FY2002	FY2003	FY2004	FY2005
DD&M	(\$658,691.67)	(\$722,172.18)	(\$736,381.76)	(\$692,365.85)	(\$728,637.95)
Central Region	\$0.00	\$0.00	\$0.00	\$411.46	\$8,069.42
East Region	(\$162,223.70)	(\$148,926.10)	(\$116,256.38)	(\$168,306.92)	(\$104,930.44)
Gr North Woods	\$0.00	\$0.00	(\$19,155.54)	(\$104,023.37)	(\$101,037.59)
North Region	(\$86,676.13)	(\$95,717.26)	(\$109,601.14)	(\$82,275.04)	(\$35,524.93)
Parks Bureau	(\$286,274.97)	(\$247,089.05)	(\$416,036.13)	(\$322,892.00)	(\$415,197.63)
Parks Adm	(\$658,726.24)	(\$728,046.88)	(\$766,252.70)	(\$889,441.24)	(\$976,381.19)
South Region	\$0.00	\$0.00	(\$67,094.92)	(\$65,151.46)	(\$109,148.43)
West Region	(\$93,030.43)	(\$80,381.19)	\$0.00	\$0.00	\$0.00
FNSP Ops	(\$201,193.94)	(\$72,826.95)	(\$109,409.67)	(\$131,323.10)	(\$136,313.90)
Seacoast/Maint	(\$222,291.58)	(\$193,436.86)	(\$183,473.88)	(\$109,146.75)	(\$122,486.83)
Reservations	\$0.00	\$0.00	(\$70,286.34)	(\$70,563.60)	(\$2,183.39)
Supply Depot	(\$15,523.48)	(\$11,301.10)	(\$12,407.04)	(\$15,037.37)	(\$11,387.74)

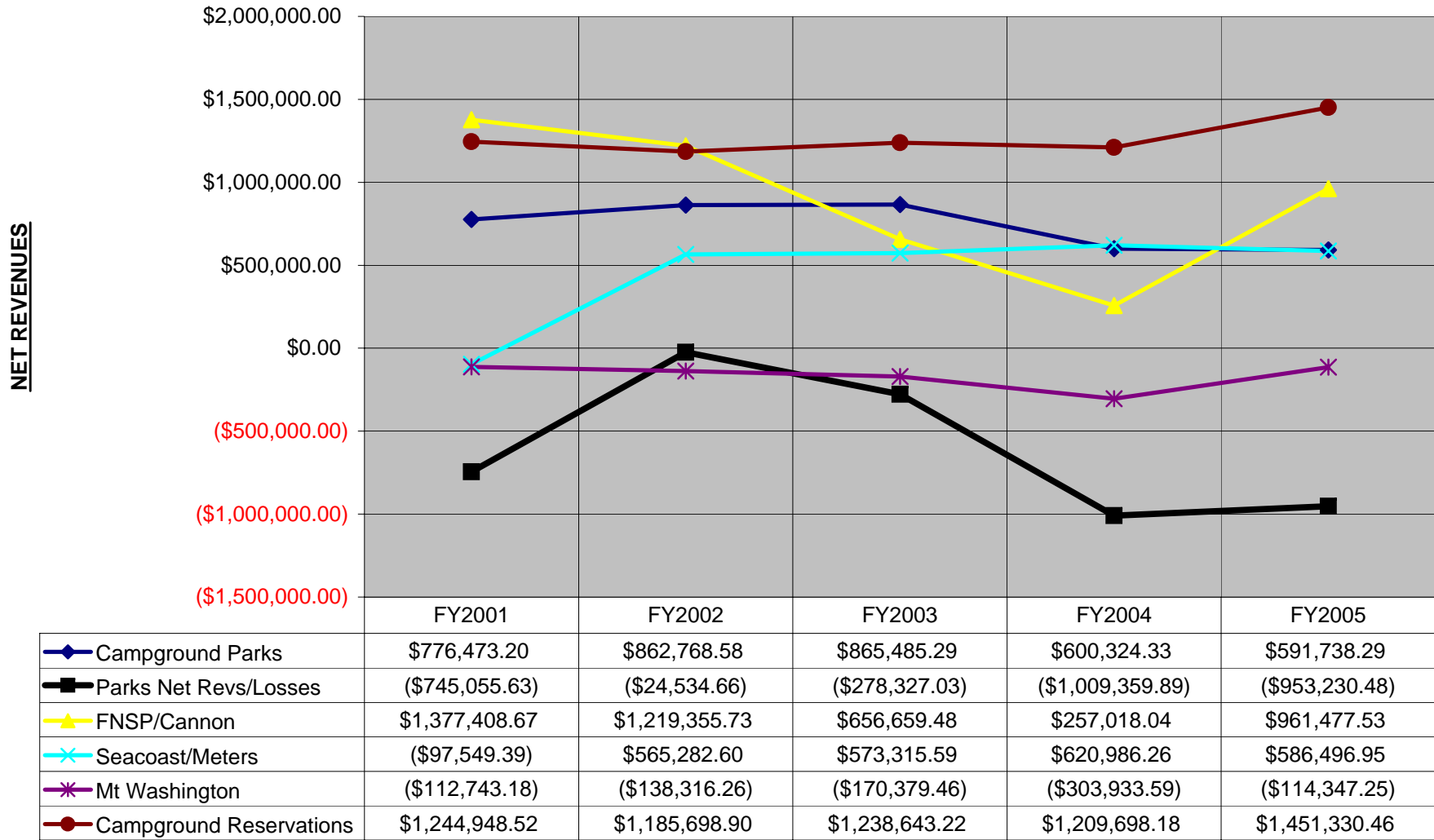
### FISCAL YEAR TOTALS



## PARKS-MANAGED LANDS SUMMARY



### MAJOR REVENUE COMPARISONS



FISCAL YEAR TOTALS

**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
<b>DEPARTMENTAL SUMMARY</b>							
		<b>Income</b>	\$10,645,585.82	\$11,234,234.28	\$11,768,368.99	\$10,546,935.26	\$10,456,368.77
		Operating Expenses	\$9,502,659.59	\$9,577,965.32	\$10,978,724.02	\$10,851,158.42	\$10,660,243.11
		Other Expenses	\$1,145,269.53	\$1,171,331.16	\$1,240,800.54	\$1,010,039.59	\$933,552.38
		Net/Concessions	\$224,654.19	\$269,845.98	\$25,302.52	\$175,891.15	(\$18,952.39)
		Net/Ski Operations	\$518,333.14	\$239,626.48	(\$198,131.06)	(\$480,794.01)	(\$165,243.85)
<b>PNR SUMMARY:</b>		<b>TOTAL NET GAIN/LOSS</b>	<b>(\$745,055.63)</b>	<b>(\$24,534.66)</b>	<b>(\$278,327.03)</b>	<b>(\$1,009,359.89)</b>	<b>(\$953,230.48)</b>
<b>ADMINISTRATIVE SUMMARY</b>							
	D D & M	<b>Expense</b>	(\$658,691.67)	(\$722,172.18)	(\$736,381.76)	(\$692,365.85)	(\$728,637.95)
	Central Region	<b>Expense</b>	\$0.00	\$0.00	\$0.00	\$411.46	\$8,069.42
	East Region HQ	<b>Income</b>	\$3,522.96	\$4,439.10	\$2,966.34	\$3,797.95	\$0.00
		<b>Expense</b>	\$148,069.76	\$129,913.01	\$113,290.04	\$164,508.97	\$104,930.44
		<b>Net</b>	(\$151,592.72)	(\$134,352.11)	(\$116,256.38)	(\$168,306.92)	(\$104,930.44)
	East Region/Maint	<b>Expense</b>	\$10,630.98	\$14,573.99	\$0.00	\$0.00	\$0.00
		<b>Net East</b>	(\$162,223.70)	(\$148,926.10)	(\$116,256.38)	(\$168,306.92)	(\$104,930.44)
	Great North Woods	<b>Expense</b>	\$0.00	\$0.00	(\$19,155.54)	(\$104,023.37)	(\$101,037.59)
	North Region HQ	<b>Expense</b>	(\$86,676.13)	(\$95,717.26)	(\$109,601.14)	(\$82,275.04)	(\$35,524.93)
	Parks Bureau HQ	<b>Income</b>	\$26,414.34	\$11,443.90	(\$37,255.72)	(\$7,917.49)	\$34,034.61
		<b>Expense</b>	\$312,689.31	\$258,532.95	\$378,780.41	\$314,974.51	\$449,232.24
		<b>Net</b>	(\$286,274.97)	(\$247,089.05)	(\$416,036.13)	(\$322,892.00)	(\$415,197.63)
	Parks Admin 3701	<b>Expense</b>	(\$658,726.24)	(\$728,046.88)	(\$766,252.70)	(\$889,441.24)	(\$976,381.19)
	Reservations/Fees	<b>Income</b>	Unknown	Unknown	\$90,252.00	\$87,463.00	\$119,287.00
		<b>Expense</b>	\$132,918.11	\$131,334.51	\$160,538.34	\$158,026.60	\$121,470.39
		<b>Net</b>	Unknown	Unknown	(\$70,286.34)	(\$70,563.60)	(\$2,183.39)
	Reservation Revenues		\$1,244,948.52	\$1,185,698.90	\$1,238,643.22	\$1,209,698.18	\$1,451,330.46
	South Region HQ	<b>Expense</b>	\$0.00	\$0.00	\$48,443.18	\$60,393.27	\$89,974.91
	South Region/Maint	<b>Expense</b>	\$0.00	\$0.00	\$18,651.74	\$4,778.19	\$19,173.52
		<b>Net</b>	\$0.00	\$0.00	(\$67,094.92)	(\$65,151.46)	(\$109,148.43)
	Supply Depot	<b>Expense</b>	(\$15,523.48)	(\$11,301.10)	(\$12,407.04)	(\$15,037.37)	(\$11,387.74)
	West Region HQ	<b>Expense</b>	(\$93,030.43)	(\$80,381.19)	\$0.00	\$0.00	\$0.00

**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
<b>CAMPGROUND PARKS</b>							
Bear Brook	<b>Income</b>		\$157,884.92	\$173,808.61	\$170,725.42	\$133,168.59	\$122,863.11
	<b>Expense</b>		\$159,500.91	\$151,211.59	\$124,761.43	\$98,132.71	\$111,781.20
	<b>Net</b>		(\$1,615.99)	\$22,597.02	\$45,963.99	\$35,035.88	\$11,081.91
Coleman	<b>Income</b>		\$9,396.40	\$10,085.49	\$3,260.07	\$2,385.67	\$13,294.52
	<b>Expense</b>		\$10,935.73	\$7,890.77	\$23,702.82	\$28,465.13	\$37,550.88
	<b>Net</b>		(\$1,539.33)	\$2,194.72	(\$20,442.75)	(\$26,079.46)	(\$24,256.36)
Crawford Notch	<b>Income</b>		\$84,377.06	\$72,921.32	\$87,242.19	\$99,561.85	\$84,135.30
	<b>Expense</b>		\$88,508.08	\$96,265.02	\$89,146.14	\$80,764.69	\$69,289.14
	<b>Net</b>		(\$4,131.02)	(\$23,343.70)	(\$1,903.95)	\$18,797.16	\$14,846.16
Deer Mountain	<b>Income</b>		\$9,326.01	\$11,515.68	\$11,053.72	\$10,486.79	\$13,137.48
	<b>Expense</b>		\$3,033.15	\$3,021.34	\$2,296.48	\$10,525.47	\$14,113.28
	<b>Net</b>		\$6,292.86	\$8,494.34	\$8,757.24	(\$38.68)	(\$975.80)
Ellacoya	<b>Income</b>		\$125,412.81	\$180,869.87	\$194,838.25	\$161,515.41	\$173,817.34
	<b>Expense</b>		\$82,784.82	\$84,077.67	\$137,100.46	\$66,983.09	\$58,688.88
	<b>Net</b>		\$42,627.99	\$96,792.20	\$57,737.79	\$94,532.32	\$115,128.47
Greenfield	<b>Income</b>		\$244,157.75	\$244,904.11	\$261,135.39	\$210,572.59	\$151,648.32
	<b>Expense</b>		\$158,039.82	\$163,189.32	\$180,941.65	\$168,279.06	\$128,595.48
	<b>Net</b>		\$86,117.93	\$81,714.79	\$80,193.74	\$42,293.53	\$23,052.84
Lafayette	<b>Income</b>		\$191,708.58	\$184,330.98	\$205,582.44	\$183,935.73	\$124,180.91
	<b>Expense</b>		\$76,674.57	\$69,839.93	\$80,448.74	\$81,395.93	\$67,199.70
	<b>Net</b>		\$115,034.01	\$114,491.05	\$125,133.70	\$102,539.80	\$56,981.21
Lake Francis	<b>Income</b>		\$47,127.09	\$51,930.61	\$66,133.40	\$80,187.01	\$79,057.13
	<b>Expense</b>		\$99,495.60	\$67,913.46	\$44,588.40	\$53,804.42	\$78,968.94
	<b>Net</b>		(\$52,368.51)	(\$15,982.85)	\$21,545.00	\$26,382.59	\$88.19
Milan Hill	<b>Income</b>		\$1,465.70	\$1,877.00	\$2,261.95	\$2,415.50	\$1,988.89
	<b>Expense</b>		\$683.53	\$992.54	\$1,263.31	\$1,082.98	\$1,225.37
	<b>Net</b>		\$782.17	\$884.46	\$998.64	\$1,332.54	\$763.52
Mollidgewock	<b>Income</b>		\$38,915.81	\$39,560.23	\$41,592.23	\$34,049.34	\$33,153.69
	<b>Expense</b>		\$42,200.58	\$41,918.86	\$32,746.03	\$37,491.36	\$39,348.27
	<b>Net</b>		(\$3,284.77)	(\$2,358.63)	\$8,846.20	(\$3,442.02)	(\$6,194.58)

**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
Monadnock	<b>Income</b>		\$212,849.01	\$274,612.27	\$220,258.71	\$241,901.93	\$227,483.97
	<b>Expense</b>		\$141,808.32	\$172,327.91	\$184,522.19	\$167,912.98	\$159,096.31
	<b>Net</b>		\$71,040.69	\$102,284.36	\$35,736.52	\$73,988.95	\$68,387.66
Moose Brook	<b>Income</b>		\$64,736.31	\$58,195.59	\$60,972.34	\$55,475.49	\$49,682.01
	<b>Expense</b>		\$64,804.71	\$72,273.99	\$71,163.44	\$72,955.40	\$77,208.30
	<b>Net</b>		(\$68.40)	(\$14,078.40)	(\$10,191.10)	(\$17,479.91)	(\$27,526.29)
Pawtuckaway	<b>Income</b>		\$452,932.91	\$491,992.26	\$499,700.84	\$430,153.76	\$492,302.86
	<b>Expense</b>		\$237,420.63	\$235,969.14	\$251,969.92	\$268,271.26	\$301,191.14
	<b>Net</b>		\$215,512.28	\$256,023.12	\$247,730.92	\$161,882.50	\$191,111.72
Pillsbury	<b>Income</b>		\$40,112.83	\$46,159.62	\$47,273.95	\$44,197.96	\$34,165.21
	<b>Expense</b>		\$29,155.00	\$32,037.91	\$54,960.24	\$50,440.24	\$48,658.54
	<b>Net</b>		\$10,957.83	\$14,121.71	(\$7,686.29)	(\$6,242.28)	(\$14,493.33)
Sunapee	<b>Income</b>		\$0.00	\$541.55	\$6,059.84	\$5,512.46	\$4,999.46
	<b>Expense</b>		\$0.00	\$1,976.31	\$4,209.07	\$1,264.08	\$361.97
	<b>Net</b>		\$0.00	(\$1,434.76)	\$1,850.77	\$4,248.38	\$4,637.49
Umbagog	<b>Income</b>		\$172,692.88	\$178,979.90	\$212,363.13	\$164,484.33	\$190,616.60
	<b>Expense</b>		\$64,439.59	\$147,253.80	\$132,188.14	\$187,382.83	\$82,225.64
	<b>Net</b>		\$108,253.29	\$31,726.10	\$80,174.99	(\$22,898.50)	\$108,390.96
White Lake	<b>Income</b>		\$296,780.55	\$305,715.44	\$316,215.03	\$293,613.78	\$309,998.10
	<b>Expense</b>		\$113,918.38	\$117,072.39	\$125,175.15	\$178,142.25	\$239,283.58
	<b>Net</b>		\$182,862.17	\$188,643.05	\$191,039.88	\$115,471.53	\$70,714.52
<b>CAMPGROUNDS: TOTAL NET GAIN/LOSS</b>			<b>\$776,473.20</b>	<b>\$862,768.58</b>	<b>\$865,485.29</b>	<b>\$600,324.33</b>	<b>\$591,738.29</b>
<b>NON-CAMPGROUND PARKS</b>							
Clough	<b>Income</b>		\$33,421.43	\$43,999.86	\$41,050.85	\$34,598.40	\$37,194.20
	<b>Expense</b>		\$26,561.83	\$37,945.67	\$41,633.07	\$40,625.34	\$41,266.17
	<b>Net</b>		\$6,859.60	\$6,054.19	(\$582.22)	(\$6,026.94)	(\$4,071.97)
Dixville-Androscoggin	<b>Income</b>		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	<b>Expense</b>		\$26.23	\$14.26	\$14.26	\$0.00	\$193.08
	<b>Net</b>		(\$26.23)	(\$14.26)	(\$14.26)	\$0.00	(\$193.08)

**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
Echo Lake	<b>Income</b>		\$24,659.98	\$34,319.53	\$33,992.41	\$26,057.60	\$27,896.55
	<b>Expense</b>		\$21,454.47	\$24,752.41	\$24,152.66	\$21,968.86	\$28,575.13
	<b>Net</b>		\$3,205.51	\$9,567.12	\$9,839.75	\$4,088.74	(\$678.58)
Forest Lake	<b>Income</b>		\$7,531.50	\$8,869.75	\$11,966.85	\$7,889.60	\$5,741.75
	<b>Expense</b>		\$23,432.62	\$22,544.11	\$27,572.19	\$25,743.61	\$19,141.47
	<b>Net</b>		(\$15,901.12)	(\$13,674.36)	(\$15,605.34)	(\$17,854.01)	(\$13,399.72)
Kingston	<b>Income</b>		\$37,704.08	\$35,757.71	\$32,739.75	\$29,824.66	\$29,170.57
	<b>Expense</b>		\$40,106.47	\$45,587.19	\$43,986.52	\$40,383.57	\$40,241.08
	<b>Net</b>		(\$2,402.39)	(\$9,829.48)	(\$11,246.77)	(\$10,558.91)	(\$11,070.51)
Miller	<b>Income</b>		\$80,680.05	\$92,949.05	\$74,645.40	\$80,194.00	\$67,690.30
	<b>Expense</b>		\$27,481.17	\$33,488.66	\$29,793.41	\$26,043.47	\$30,267.90
	<b>Net</b>		\$53,198.88	\$59,460.39	\$44,851.99	\$54,150.53	\$37,422.40
Mount Cardigan	<b>Income</b>		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	<b>Expense</b>		\$22.68	\$1,026.65	\$42.42	\$68.34	\$34.04
	<b>Net</b>		(\$22.68)	(\$1,026.65)	(\$42.42)	(\$68.34)	(\$34.04)
Northwood Meadows	<b>Income</b>		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	<b>Expense</b>		\$869.41	\$897.86	\$2,930.81	\$3,598.86	\$19,316.54
	<b>Net</b>		(\$869.41)	(\$897.86)	(\$2,930.81)	(\$3,598.86)	(\$19,316.54)
Pisgah	<b>Income</b>		\$100.00	\$100.00	\$200.00	\$300.00	\$100.00
	<b>Expense</b>		\$90,042.66	\$95,575.22	\$99,950.37	\$102,000.36	\$82,646.42
	<b>Net</b>		(\$89,942.66)	(\$95,475.22)	(\$99,750.37)	(\$101,700.36)	(\$82,546.42)
Rhododendron	<b>Income</b>		\$3,474.75	\$5,104.16	\$2,901.50	\$3,513.50	\$3,071.10
	<b>Expense</b>		\$760.14	\$9,827.76	\$6,819.44	\$3,057.69	\$3,780.23
	<b>Net</b>		\$2,714.61	(\$4,723.60)	(\$3,917.94)	(\$455.81)	(\$709.13)
Rollins	<b>Income</b>		\$23,073.14	\$31,185.24	\$27,800.55	\$30,217.68	\$29,104.36
	<b>Expense</b>		\$27,607.62	\$21,202.95	\$26,671.58	\$24,499.32	\$20,550.93
	<b>Net</b>		(\$4,534.48)	\$9,982.29	\$1,128.97	\$5,718.36	\$8,553.43
Silver Lake	<b>Income</b>		\$49,153.09	\$71,309.29	\$61,512.97	\$42,644.09	\$68,877.33
	<b>Expense</b>		\$48,187.14	\$52,939.12	\$42,524.73	\$45,421.01	\$50,537.01
	<b>Net</b>		\$965.95	\$18,370.17	\$18,988.24	(\$2,776.92)	\$18,340.32

**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
Sunapee Beach	<b>Income</b>		\$88,576.55	\$112,444.61	\$123,519.72	\$106,412.94	\$124,579.04
	<b>Expense</b>		\$55,811.49	\$45,160.26	\$49,992.85	\$39,172.37	\$53,612.22
	<b>Net</b>		\$32,765.06	\$67,284.35	\$73,526.87	\$67,240.57	\$70,967.72
Wadleigh	<b>Income</b>		\$5,269.20	\$5,508.90	\$6,172.60	\$3,332.10	\$161.11
	<b>Expense</b>		\$22,941.22	\$24,599.87	\$30,307.88	\$32,755.54	\$41,104.53
	<b>Net</b>		(\$17,672.02)	(\$19,090.97)	(\$24,135.28)	(\$29,423.44)	(\$40,943.42)
Wellington	<b>Income</b>		\$52,672.52	\$86,521.10	\$90,779.56	\$81,441.43	\$95,953.71
	<b>Expense</b>		\$61,577.29	\$63,168.86	\$57,014.90	\$58,850.54	\$60,931.18
	<b>Net</b>		(\$8,904.77)	\$23,352.24	\$33,764.66	\$22,590.89	\$35,022.53
Wentworth	<b>Income</b>		\$11,457.00	\$16,609.45	\$16,612.12	\$12,677.70	\$11,926.80
	<b>Expense</b>		\$19,502.55	\$25,510.26	\$26,140.03	\$23,736.49	\$28,828.13
	<b>Net</b>		(\$8,045.55)	(\$8,900.81)	(\$9,527.91)	(\$11,058.79)	(\$16,901.33)
Winslow	<b>Income</b>		\$24,982.30	\$33,644.86	\$27,768.30	\$27,244.70	\$26,315.61
	<b>Expense</b>		\$9,013.81	\$11,896.85	\$9,928.02	\$8,222.94	\$11,565.16
	<b>Net</b>		\$15,968.49	\$21,748.01	\$17,840.28	\$19,021.76	\$14,750.45
<b>NON-CAMPGROUND TOTAL NET GAIN/LOSS</b>			<b>\$2,700.83</b>	<b>\$62,185.55</b>	<b>\$32,187.44</b>	<b>(\$10,711.53)</b>	<b>(\$4,807.89)</b>
<b>UNIQUE PARKS</b>							
<b>Mount Washington</b>							
Mount Washington	<b>Income</b>		\$123,506.33	\$167,596.79	\$679,667.19	\$560,299.31	\$607,108.30
	<b>Expense</b>		\$236,249.51	\$305,913.05	\$850,046.65	\$864,232.90	\$721,455.55
<b>MT WASHINGTON: TOTAL NET GAIN/LOSS</b>			<b>(\$112,743.18)</b>	<b>(\$138,316.26)</b>	<b>(\$170,379.46)</b>	<b>(\$303,933.59)</b>	<b>(\$114,347.25)</b>
<b>Franconia Notch/Cannon Mountain</b>							
FNSP/Operations	<b>Income</b>		\$0.00	\$0.00	\$0.00	\$100.00	\$100.00
	<b>Expense</b>		\$201,193.94	\$72,826.95	\$109,409.67	\$131,423.10	\$136,413.90
	<b>Net</b>		(\$201,193.94)	(\$72,826.95)	(\$109,409.67)	(\$131,323.10)	(\$136,313.90)
Cannon/Ski Ops	<b>Income</b>		\$3,355,795.60	\$3,280,469.05	\$3,373,637.05	\$2,948,015.79	\$3,089,280.13
	<b>Expense</b>		\$3,268,907.70	\$3,392,993.76	\$3,967,603.99	\$3,422,358.91	\$3,544,780.25
	<b>Net</b>		\$86,887.90	(\$112,524.71)	(\$593,966.94)	(\$474,343.12)	(\$455,500.12)
Cannon/Ski School	<b>Income</b>		\$272,438.16	\$272,496.37	\$283,221.45	\$275,532.10	\$283,226.11
	<b>Expense</b>		\$266,286.32	\$260,299.28	\$313,180.16	\$417,651.92	\$251,563.07
	<b>Net</b>		\$6,151.84	\$12,197.09	(\$29,958.71)	(\$142,119.82)	\$31,663.04

**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
Cannon/Beach	<b>Income</b>		\$35,184.76	\$41,938.25	\$36,964.09	\$26,480.34	\$22,584.52
	<b>Expense</b>		\$29,428.33	\$37,519.93	\$30,283.29	\$23,946.16	\$14,905.12
	<b>Net</b>		\$5,756.43	\$4,418.32	\$6,680.80	\$2,534.18	\$7,679.40
Cannon/Rental Shop	<b>Income</b>		\$365,644.52	\$369,720.31	\$353,666.76	\$355,345.89	\$306,661.28
	<b>Expense</b>		\$154,420.27	\$178,058.19	\$221,252.21	\$264,331.09	\$201,908.55
	<b>Net</b>		\$211,224.25	\$191,662.12	\$132,414.55	\$91,014.80	\$104,752.73
Cannon/Peabody	<b>Income</b>		\$265,392.67	\$244,948.75	\$273,997.37	\$256,158.73	\$255,602.81
	<b>Expense</b>		\$166,942.24	\$188,214.86	\$196,975.37	\$258,953.31	\$203,961.22
	<b>Net</b>		\$98,450.43	\$56,733.90	\$77,022.00	(\$2,794.58)	\$51,641.59
Cannon/Profile Store	<b>Income</b>		\$166,629.68	\$162,019.49	\$168,838.29	\$113,661.07	\$71,282.42
	<b>Expense</b>		\$90,329.97	\$116,776.44	\$89,789.72	\$117,132.16	\$64,683.79
	<b>Net</b>		\$76,299.71	\$45,243.05	\$79,048.57	(\$3,471.09)	\$6,598.63
<b>TOTAL FNSP/CANNON</b>	<b>Income</b>		\$4,461,085.39	\$4,371,592.22	\$4,490,325.01	\$3,975,193.92	\$4,028,637.27
(not including Flume/Tram)	<b>Expense</b>		\$4,177,508.77	\$4,246,689.41	\$4,928,494.41	\$4,635,796.65	\$4,418,215.90
	<b>Net</b>		\$283,576.62	\$124,902.81	(\$438,169.40)	(\$660,602.73)	(\$389,578.63)
FNSP/The Flume	<b>Income</b>		\$1,288,561.43	\$1,387,276.66	\$1,300,318.82	\$1,194,819.87	\$1,164,867.25
	<b>Expense</b>		\$284,102.57	\$334,720.47	\$336,118.61	\$325,684.72	\$311,779.97
	<b>Net</b>		\$1,004,458.86	\$1,052,556.19	\$964,200.21	\$869,135.15	\$853,087.28
FNSP/The Tram	<b>Income</b>		\$239,852.26	\$229,424.28	\$232,881.52	\$206,392.57	\$181,140.22
	<b>Expense</b>		\$150,479.07	\$187,527.66	\$102,252.85	\$158,006.95	\$93,219.34
	<b>Net</b>		\$89,373.19	\$41,896.72	\$130,628.67	\$48,385.62	\$87,920.88
<b>FNSP/CANNON:</b>	<b>TOTAL NET GAIN/LOSS</b>		<b>\$1,377,408.67</b>	<b>\$1,219,355.73</b>	<b>\$656,659.48</b>	<b>\$257,018.04</b>	<b>\$961,477.53</b>
<b>Seacoast/Hampton Beach</b>							
Seacoast/Maint	<b>Expense</b>		(\$222,291.58)	(\$193,436.86)	(\$183,473.88)	(\$109,146.75)	(\$122,486.83)
Hampton Beach	<b>Income</b>		\$384,290.54	\$429,056.21	\$428,232.42	\$427,472.80	\$512,109.10
	<b>Expense</b>		\$121,752.34	\$131,011.41	\$120,268.71	\$113,841.79	\$151,300.67
	<b>Net</b>		\$262,538.20	\$298,044.80	\$307,963.71	\$313,631.01	\$360,808.43
Hampton/Cleaning	<b>Expense</b>		\$35,915.08	\$25,610.80	\$19,751.74	\$45,232.96	\$13,794.65
Hampton/Marina	<b>Income</b>		\$55,710.50	\$65,028.02	\$28,550.19	\$33,444.00	\$14,722.48
	<b>Expense</b>		\$50,813.00	\$26,710.21	\$27,761.21	\$22,625.99	\$0.00
	<b>Net</b>		\$4,897.50	\$36,317.81	\$788.98	\$10,818.01	(\$14,722.48)



**NH DIVISION OF PARKS AND RECREATION**

			FY2001	FY2002	FY2003	FY2004	FY2005
Hampton/Seashell	Income		\$4,396.25	\$2,174.21	\$1,616.07	\$3,429.66	\$2,530.75
	Expense		\$172,911.03	\$207,891.95	\$204,532.86	\$280,393.26	\$271,675.60
	Net		(\$168,514.78)	(\$205,717.74)	(\$202,916.79)	(\$276,963.60)	(\$269,144.85)
Hampton/Lifeguards	Expense		\$127,159.38	\$152,218.08	\$154,489.35	\$159,141.25	\$164,710.95
Jenness Beach	Income		\$29,662.68	\$45,705.60	\$52,390.03	\$37,767.80	\$30,679.66
	Expense		\$23,519.67	\$15,784.22	\$25,535.11	\$23,866.82	\$23,607.49
	Net		\$6,143.01	\$29,921.38	\$26,854.92	\$13,900.98	\$7,072.17
N Hampton Beach	Income		\$27,759.41	\$33,571.23	\$39,975.16	\$37,300.37	\$33,107.57
	Expense		\$2,568.58	\$3,426.43	\$1,020.87	\$14,311.33	\$7,851.32
	Net		\$25,190.83	\$30,144.80	\$38,954.29	\$22,989.04	\$25,256.25
Odiorne Homestead	Expense		\$0.00	\$0.00	\$30,537.84	\$1,872.31	\$1,262.94
Odiorne Point	Income		\$72,057.39	\$72,300.03	\$74,880.68	\$69,100.50	\$75,743.40
	Expense		\$147,079.53	\$174,762.44	\$171,057.95	\$137,727.02	\$153,561.24
	Net		\$75,022.14	\$102,462.41	\$96,177.27	\$68,626.52	\$77,817.84
Portsmouth Marina	Income		\$28,672.98	(\$194.26)	\$3.64	(\$6,028.43)	\$23.99
	Expense		\$39,634.89	\$25,541.86	\$2,281.50	\$0.00	\$0.00
	Net		\$10,961.91	\$25,736.12	\$2,277.86	\$6,028.43	\$23.99
Rye Harbor	Income		\$12,360.56	\$19,685.39	\$20,242.76	\$20,121.00	\$20,474.68
	Expense		\$10,891.34	\$8,393.48	\$4,978.57	\$8,679.59	\$10,764.06
	Net		\$1,469.22	\$11,291.91	\$15,264.19	\$11,441.41	\$9,710.62
St Park Meter Patrol	Income		\$873,011.77	\$1,233,473.18	\$1,264,803.01	\$1,291,785.25	\$1,138,105.44
	Expense		\$711,748.25	\$482,831.08	\$482,819.48	\$438,297.19	\$389,789.96
	Net		\$161,263.52	\$750,642.10	\$781,983.53	\$853,488.06	\$748,315.48
Wallis Sands	Income		\$148,702.61	\$172,867.30	\$151,739.42	\$127,336.33	\$172,770.60
	Expense		\$67,889.41	\$58,765.49	\$60,608.72	\$65,605.71	\$73,520.05
	Net		\$80,813.20	\$114,101.81	\$91,130.70	\$61,730.62	\$99,250.55
<b>TOTAL SEACOAST/HAMPTON</b>	Income		\$1,636,624.69	\$2,073,666.91	\$2,062,433.38	\$2,041,729.28	\$1,970,822.71
	Expense		\$1,734,179.08	\$1,506,384.31	\$1,489,117.79	\$1,420,743.02	\$1,384,325.76
	Net		(\$97,554.39)	\$567,282.60	\$573,315.59	\$620,986.26	\$586,496.95
<b>SEACOAST: TOTAL NET GAIN/LOSS</b>			<b>(\$97,549.39)</b>	<b>\$565,282.60</b>	<b>\$573,315.59</b>	<b>\$620,986.26</b>	<b>\$586,496.95</b>
<b>WAYSIDES AND OTHER NON-STAFFED AREAS</b>							
Ahern	Expense		(\$962.11)	\$0.00	(\$45.00)	(\$400.00)	(\$8.63)
Annette	Expense		\$0.00	\$0.00	(\$39.62)	\$0.00	\$0.00
Bedell Bridge	Expense		(\$2,211.20)	\$0.00	(\$1,321.75)	\$0.00	\$0.00

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			FY2001	FY2002	FY2003	FY2004	FY2005
Chesterfield Gorge	Income		\$0.00	\$0.00	\$0.00	\$345.17	\$4,444.05
	Expense		\$1,017.19	\$1,294.43	\$1,215.95	\$844.71	\$1,903.98
	Net		(\$1,017.19)	(\$1,294.43)	(\$1,215.95)	(\$1,189.88)	(\$6,348.03)
Hannah Dustin Mem	Expense		\$0.00	(\$1,405.47)	\$0.00	\$0.00	\$0.00
Lake Tarleton	Income		\$0.00	\$0.00	\$0.00	\$400.00	\$400.00
	Expense		\$0.00	\$436.86	\$177.06	\$305.91	\$3,005.40
	Net		\$0.00	(\$436.86)	(\$177.06)	\$94.09	(\$2,605.40)
Nansen Wayside	Expense		(\$201.73)	(\$128.05)	\$0.00	\$0.00	\$0.00
<b>WAYSIDES:</b>	<b>TOTAL NET GAIN/LOSS</b>		<b>(\$4,392.23)</b>	<b>(\$3,264.81)</b>	<b>(\$2,799.38)</b>	<b>(\$1,495.79)</b>	<b>(\$8,962.06)</b>
<b>HISTORIC SITES</b>							
Ft Constitution	Expense		(\$705.00)	(\$540.00)	(\$2,097.06)	(\$360.00)	\$366.98
Ft Stark	Expense		(\$1,475.26)	(\$1,492.09)	(\$3,985.86)	(\$852.82)	\$3,381.64
Frost Homestead	Income		\$5,982.40	\$6,363.00	\$5,369.15	\$4,565.00	\$2,624.50
	Expense		\$15,398.89	\$14,354.84	\$12,300.03	\$13,048.52	\$13,748.61
	Net		(\$9,416.49)	(\$7,991.94)	(\$6,930.88)	(\$8,483.52)	(\$11,124.11)
Pierce Homestead	Expense		(\$1,987.98)	(\$2,594.37)	(\$1,710.56)	(\$9,527.07)	\$4,125.60
Taylor Mill	Expense		\$0.00	(\$1,106.56)	(\$2,749.68)	(\$1,080.00)	\$1,080.00
Webster Birthplace	Income		\$410.50	(\$77.30)	\$558.50	\$483.10	\$583.95
	Expense		\$3,594.00	\$3,707.06	\$3,894.31	\$3,157.27	\$3,015.60
	Net		(\$3,183.50)	(\$3,784.36)	(\$3,335.81)	(\$2,674.17)	(\$2,431.65)
Weeks	Income		\$2,737.25	\$3,106.84	\$3,246.00	\$2,659.50	\$1,777.50
	Expense		\$7,881.50	\$8,264.63	\$7,768.83	\$7,710.18	\$7,719.57
	Net		(\$5,144.25)	(\$5,157.79)	(\$4,522.83)	(\$5,050.68)	(\$5,942.07)
Wentworth-Coolidge	Income		\$0.00	\$0.00	\$0.00	\$0.00	\$300.00
	Expense		\$21,472.65	\$25,561.62	\$20,192.34	\$15,767.72	\$23,134.80
	Net		(\$21,472.65)	(\$25,561.62)	(\$20,192.34)	(\$15,767.72)	(\$22,834.80)
<b>HISTORIC SITES:</b>	<b>TOTAL NET GAIN/LOSS</b>		<b>(\$43,385.13)</b>	<b>(\$48,228.73)</b>	<b>(\$45,525.02)</b>	<b>(\$43,795.98)</b>	<b>(\$51,286.85)</b>
<b>Other:</b>	Lonesome Lake	Income	\$8,000.00	\$0.00	\$4,000.00	\$5,000.00	\$5,000.00

Appendix G  
**DIVISION PARTNERSHIPS, COMMITTEES, COMMISSIONS,  
 FRIENDS GROUPS**

Category	Association	Site
Managing	Americorps/SCA	Statewide
Managing	Hillsborough Historical Society	Franklin Pierce Homestead
Managing	Mount Sunapee Resort	Mt. Sunapee
Managing	Mt Washington Observatory	Mt Washington
Managing	National Parks Service	Statewide
Managing	Old Man Concessions	Franconia Notch
Managing	Seacost Science Center Board of Directors	Odiorne Point
Managing	Society for the Protection of NH Forests	Monadnock
Managing	Wentworth Coolidge Commission	Wentworth Coolidge Mansion
Programatic	Audubon Society of NH	Miller
Programatic	Coca-Cola	Statewide
Programatic	Old Man of the Mountain Caretaker	Franconia Notch SP
Programatic	Robert Frost Farm Trustees	Robert Frost Homestead
Programatic	Weeks State Park Association	Weeks
Assisting	Ahern State Park Advisory Committee	Ahern
Assisting	Appalachian Mountain Club	Monadnock
Assisting	Audubon Society of NH	Statewide
Assisting	Blue Ocean Society	Wallis Sands/Jenness State
Assisting	Cannon Mtn Advisory Commission	Cannon Mountain Ski Area
Assisting	CCC Alumni Assoc	Bear Brook
Assisting	Colebrook Kiwanis	Beaver Brook Falls
	Fitzwilliam Garden Club	Rhododendron
Assisting	Franconia Ski Club	Franconia Notch
Assisting	Friends of Cardigan	Cardigan
Assisting	Friends of Pillsbury	Pillsbury
Assisting	Friends of Pisgah	Pisgah
Assisting	Friends of Wapack	Miller
Assisting	Granite State ATV Assoc	Statewide
Assisting	Hampton Beach Area Commission	Hampton Beach
Assisting	Headwaters Citizens Committee	Connecticut Lakes
Assisting	Lakes Region Audi Volkswagon	Central Region
Assisting	Lakes Region Chamber	Central Region
Assisting	Lighthouse Kids	White Island Historic Site
Assisting	Lincoln Woodstock Chamber	Franconia Notch
Assisting	Monadnock Advisory Committee	Monadnock
Assisting	Monadnock-Sunapee Greenway Trail Club	Monadnock, Pillsbury, Sunapee
Assisting	Mt Sunapee Advisory Committee	Mt Sunapee Ski Area
Assisting	Mt Washington Commission	Mt Washington
Assisting	NH Snowmobile Assoc	Statewide
Assisting	Rockingham Rec Trails Advisory Committee	Rockingham Rec Trail
Assisting	Saddleback Mtn Lions Club & Verizon Telecom Pioneers	Northwood Meadows
Assisting	Ski NH	Franconia Notch
Assisting	SNEMBA	Seacoast Region
Assisting	Statewide Trails Advisory Committee	Statewide
Assisting	Sunapee-Ragged--Kearsarge Greenway Coalition	Sunapee/Wadleigh/Rollins/Winslow

Appendix G

**DIVISION PARTNERSHIPS, COMMITTEES, COMMISSIONS,  
FRIENDS GROUPS**

<b>Category</b>	<b>Association</b>	<b>Site</b>
Assisting	Town of Rye	Wallis Sands/ Jenness Beach
Assisting	Trail Masters	Moose Brook
Assisting	UNHCE	Bear Brook
Assisting	White Mountain Attractions	Franconia Notch
Other	Allenstown Historical Society	Bear Brook
Other	DRED Advisory Commission	DRED
Other	NE Ski Museum	Franconia Notch
Other	NH Family Camping Museum	Bear Brook
Other	NH Lakes Association	Statewide
Other	NH Recreation and Parks Assoc.	Statewide
Other	Old Man of the Mountain Task Force	Franconia
Other	Snowmobile Museum	Bear Brook
Other	UNH Coastal Marine Lab	Ft. Constitution - Mines Building
Other	Weirs Action Committee	Endicott Rock
Interagency	DES - Coastal Program	Statewide
Interagency	Div of Historical Resources	Lochmere Archeological Park
Interagency	Division of Historic Resources	Statewide
Interagency	Fish And Game	Bear Brook
Interagency	Fish And Game	Statewide
Interagency	Fish And Game	White Island Historic Site
Interagency	Land & Community Heritage Investment Program	Statewide
Interagency	Land Management Advisory Committee	Statewide
Interagency	Office of Energy and Planning	Statewide
Interagency	Public Waters Access Advisory Board	Statewide
Interagency	Rivers Management Advisory Committee	Statewide
Interagency	State Lands Mgmt Team	Statewide
Interagency	Water Council	Statewide

Appendix H  
**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS**  
 Contract, Leases, MOA

#	Type	Company	Location	Purpose	Start Date	End Date	Sched	AR	AR Value	AP	Comments
1	Contract	Boston Culinary Group, Inc.	Cannon and Flume	Food Concessions	10/21/05	10/31/08	Annual	Varies			Varied % of sales plus 3% gross for infrastructure improvements
2	Contract	Coca Cola Bottling NNE	Statewide	Marketing Cooperative	01/12/05	10/31/07	Annual	\$15,000	\$ 105,000		Cash commitment of \$15,000 and other advertising valued over \$90,000 annually
3	Contract	Holmes Lewis, Inc.	Cannon	Advertising	08/03/05	06/30/07	\$200K/FY			\$400,000	Advertising and Promotion Services for Cannon Mtn
4	Contract	Mander, Inc./JD Associates	Statewide	S/W services	03/08/06	04/30/07	FY split			\$26,795	Software upgrades, maintenance and support of the proprietary retail system software, Retail Pro
5	Contract	Seacoast Science Center	Odiorne Point	Custodial services	11/27/01	11/30/06	Annual			\$15,000	Reimb of custodial services contract.
6	Contract	Seacoast Science Center	Odiorne Point	Operations	11/27/01	11/30/06	Annual			\$50,000	Contribution towards operating expenses of the SSC in accordance to Chap 264, Laws of 1995
		<b>SUBTOTALS</b>						<b>\$15,000</b>	<b>\$105,000</b>	<b>\$491,795</b>	

1	Lease	Citadel Broadcasting Company	Mt Washington	Comm sublease	12/28/05	06/30/07	\$1688 / mo	\$20,256	\$20,256		Annual 5% adjustment.
2	Lease	County Communications	Mt Washington	Com sublease	07/01/04	06/30/07	\$300/ mo.	\$10,800	\$10,800		
3	Lease	Dartmouth College	Mt Washington	Lease	06/28/02	01/01/10	Annual			\$4,200	Annual fee of \$1000 plus property tax
4	Lease	DHHS	Coleman	Wilderness camp	06/19/86	06/30/06		\$0			Wilderness camp program with Div Child & Youth Svcs
5	Lease	Franconia Ski Club	Cannon	Ski race training/events	03/17/03	06/30/04	Annual	\$0		\$7,300	Five season tickets valued at \$7300 for promotional consideration.
6	Lease	Hampton Beach Chamber of Commerce	Hampton Beach Seashell	Office space	08/14/02	10/15/06	Annual	\$1	\$1		
7	Lease	Mari-Anne Motel	Hampton Beach	Parking spaces	08/01/04	06/30/07	\$1800/ yr	\$5,400	\$5,400		
8	Lease	Mt. Washington Observatory	Mt Washington Adams Bldg	Office, museum and operations space	09/17/98	09/01/03	Annual	\$33,400	\$33,400		Lessee pays \$1 plus 10% of gross sales and utilities. AR is estimated. <i>Currently being negotiated.</i>
9	Lease	Mt Washington Summit Road	Mt Washington	Summit parking lot and road damages	03/10/04	03/10/09	\$1,225/yr	\$1	\$1	\$29,400	State reimburses Summit Road Co for SnowCat road damages. Summit Road pays \$1 for use of summit parking lots
10	Lease	Corps of Engrs NE	Clough	Mgmt and operations	07/01/03	06/30/28				\$0	
11	Lease	New England Ski Museum	Cannon	Museum space	04/03/02	01/31/22		\$0	\$0		Lessee pays any costs of maintenance and utilities.
12	Lease	Okemo Mountain, Inc.	Sunapee Ski	Ski area operations	07/01/98	06/30/18	Annual	\$449,235	\$ 449,235		Annual base fee of \$150,000 (adjusted for inflation) + 3% of gross sales. Revenues go to Cannon Capital Improvement bond payments.
13	Lease	Pinnacle Towers, Inc.	Mt Washington	Comm sublease	12/17/03	06/30/05	\$10300	\$123,600	\$123,600		<i>Currently being negotiated.</i>
14	Lease	SPNHF	Monadnock	Lease of lands	03/22/06	02/01/21	Annual			\$10,000	Portions of SPNHF land on Mt. Monadnock for mgmt and operations. Annual payments to SPNHF approx \$10K from collected fees.
15	Lease	Town of Hillsboro	Franklin Pierce Homestead	Mgmt and operations	01/01/84	12/31/13	Annual	\$1	\$1		Mgmt and operation of site. Lessee pays for maintenance.
16	Lease	Town of Jaffrey	Monadnock	Lease of land	03/08/89	03/08/13		\$0	\$0		230 ac of town land on Mt Monadnock for mgmt and operations under Monadnock State Park
17	Lease	UNH Cooperative Extension	Bear Brook	Bear Hill 4-H camp	03/19/97	12/31/22	Once	\$1	\$1		Lessee pays maintenance and utilities
18	Lease	US Cellular Corporation	Sunapee Mountain	Comm lease	06/22/05	06/30/10	\$2367 / mo	\$28,404	\$28,404		Adjusted annually for inflation
19	Lease	Verizon New England	Mt Washington	Comm sublease	12/28/05	06/30/07	Annual	\$14,634	\$14,634		5% annual adjustment
20	Lease	White Mountain Attractions	Lincoln	Visitor center	05/09/89	04/30/08	Annual	\$1	\$1		Lessee pays maintenance and utilities
21	Lease	Morris, Richard	Bedell Bridge	Agricultural Lease	04/01/03	03/30/06	Annual	\$557	\$557		22.5 acres for utilizing land for agricultural purposes (to maintain open space); no commercial activities
		<b>SUBTOTALS</b>						<b>\$686,291</b>	<b>\$686,291</b>	<b>\$50,900</b>	
1	MOA	Franconia Develop. Corp	Mittersill Ski area	Gift of land	04/25/90	none		\$0	\$0		Part of Mittersill land exchange effort
2	MOA	Audubon Society of NH	Miller	Raptor Obs Deck	08/18/04	12/31/07		\$0	\$0		Construct, maintain and seasonally operate observation area. Day use fees waived for staff.

Appendix H  
**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS**  
 Contract, Leases, MOA

#	Type	Company	Location	Purpose	Start Date	End Date	Sched	AR	AR Value	AP	Comments
3	MOA	Blue Ocean Society for Marine Conservation	Wallis Sands /Jenness	Beach clean up and educ	06/14/04	06/14/07		\$0	\$0		Annual clean up
4	MOA	Bretton Woods	Cannon	Business	06/02/00	06/02/20		\$0	\$0		
5	MOA	NH Fish and Game Department	White Island / Hampton Beach	Wildlife management	04/13/01	12/31/05		\$0	\$0		White Island Tern Restoration and Hampton Beach Piping Plover Conservation
6	MOA	NH Fish and Game Department	Statewide	Mgmt and operations of boat launch facilities	Various	none		\$0	\$0		Mgmt, maintenance and operations of boat launch facilities: 1) Bedell Bridge 2) Greenfield 3) Pawtuckaway 4) Wellington, incl wildlife mgmt area
7	MOA	Hampton Beach Chamber of Commerce	Hampton Beach	Parking spaces	08/16/05	10/15/06		\$0	\$0		Use and mgmt of certain parking spaces at the Information Center
8	MOA	Lakes Region Volkswagen	Cannon	Vehicle use and	10/06/04	11/30/05		\$0	\$ 17,000	\$7,240	Use of vehicle and joint promotional events
9	MOA	Lighthouse Kids	White Island	Community service	09/03/03	06/30/07		\$0	\$ 110,000		School community service project to fund-raise for and promote awareness of White Island Lightstation. \$110,000 donated to match SAT grant
10	MOA	LinChris Hotel Corporation	Cannon	Promotion	11/02/05	10/31/08	Annual	\$25,000	\$ 25,000		Joint promotions with discounted lift tickets and group rate offers
11	MOA	Mittersill Ski Lift Corporation	Cannon Mtn	Ski Facilities	10/01/65	09/30/86	Annual	\$700	\$700		Develop, improve and operate ski facilities abutting Mittersill development
12	MOA	Muster Field Farm Museum	Collections	Loan of historic resource	08/18/04	12/31/06		\$0	\$0		Loan agreement of the Bicentennial Conestoga Wagon displayed at Muster Field Farm Museum.
13	MOA	NH Fish and Game Department	Bear Brook	Wildlife Refuge	03/02/95	02/01/05		\$0	\$0		Wildlife Refuge admin & mgmt per RSA 212:11
14	MOA	NH Fish and Game Department	Bear Brook Archery Pond	Mgmt and operations	07/08/03	none		\$0	\$0		Reconstruct, mgmt and operation of public handicapped shorebank angling facility.
15	MOA	NH Fish and Game Department	Bear Brook Archery range	Operations	07/08/03	06/30/06		\$0	\$0		Operations of archery range to promote safety and provide training.
16	MOA	Dyment, Karen	Hampton RV	Staff housing	Annual			\$0	\$0		Seasonal allocation of campsite to employee serving campground
17	MOA	Swift Diamond Riders Snowmobile Club	Coleman	Services and events	11/04/03	10/01/08		\$0	\$0		Provide snowmobile trail side services and hold annual Sno Deo and Radar Run events.
18	MOA	NH Lakes Association	Statewide	Lake Host Volunteers	07/01/06	06/30/09		\$0	\$0		Lake Host volunteers at DRED owned and/or controlled public boat access facilities.
19	MOA	NH Parks and Recreation Association	Statewide	Services and promotions	03/31/06	06/30/08	Annual	\$3,200	\$ 3,200	\$1,000	Joint promotions for recreation and reimb of Parks-provided services. <i>Currently being renegotiated</i>
20	MOA	Office of Energy and Planning (OEP)	Statewide	SCORP	06/30/04	06/30/05	Annual	\$0	\$0	Varies	Reimbursement for services provided; funded by LWCF. <i>Currently being renegotiated</i>
21	MOA	Old Man of the Mtn Museum Preservation Assoc	Franconia Notch	Donation	05/15/96	05/15/10	Once	\$25,000	\$25,000		Donation towards the construction of an "Old Man" museum.
22	MOA	Old Man of the Mtn Museum Preservation Assoc	Franconia Notch	Promotion of retail products	08/27/97	none	Annual			Varies	Parks stocks "Old Man" products in stores and reimburses Assoc 50% of profits
23	MOA	Saddleback Mtn. Lions Club	Northwood Meadows	Organize & Implement Events	11/30/04	12/31/07		\$0	\$0		Cooperative MOA with Verizon TeleComPioneers for park work detail and events.
24	MOA	SCA/AmeriCorp	Statewide	Housing and work detail	06/22/05	06/30/06	FY05	\$0	\$0	\$110,000	Use of Spruce Pond camp and program support for work details statewide and environmental education at Manchester schools
25	MOA	SCA/AmeriCorp	Bear Brook	Nature Center	05/23/01	10/31/07				\$7,800	Operations of Nature Center
26	MOA	Sutton Athletic Fields	Wadleigh	Athletic Programs	03/28/05	12/31/08		\$0	\$0		Revitalize and maintain sports fields for public and community recreation programs.
27	MOA	Rye, Town of	Wallis Sands & Jenness	Coastal Zone Mgmt.	07/14/04	07/14/07		\$0	\$0		Use of beach cleaner for town-owned properties
28	MOA	Weirs Action Committee	Endicott Rock Historic Site	Sculpture donation and beautification	06/02/04	12/31/07		\$0	\$0		Donation of bronze sculpture valued at \$27,000 and beautification (lighting and landscaping)
29	MOA	Wentworth-Coolidge Commission, Inc.	Wentworth Coolidge Mansion	Mgmt and operations	08/13/03	06/30/06	\$6,000 / yr	\$0	\$0	\$18,000	Program support for operations of site

Appendix H  
**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS**  
 Contract, Leases, MOA

#	Type	Company	Location	Purpose	Start Date	End Date	Sched	AR	AR Value	AP	Comments
30	MOA	Spaulding, Irving A	Mt Washington	Trust Fund	09/09/00	12/30/20	Once	\$20,000	\$20,000		Establish Trust Fund for maintenance, enhancement and operation of the Tip Top House.
31	MOA	Tower Optical	Seacoast area	Coin-op viewers	05/03/95	none	Annual	Varies			Parks collects viewer monies and retains 50%
		<b>SUBTOTALS</b>						<b>\$73,900</b>	<b>\$200,900</b>	<b>\$144,040</b>	
		<b>TOTALS</b>						<b>\$775,191</b>	<b>\$992,191</b>	<b>\$686,735</b>	

AR Accounts Receivables

AR Value Total value of Receivables, including non-monetary items

AP Accounts Payables



## Appendix H

**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS**

## Special Use Permits 2004-2006

#	Type	Company	Location	Purpose	Start	End	AR	Comments
1	SUP	American Heart Association	Wallis Sands	Annual Heart Walk	05/21/06	05/21/06	\$100.00	Renewal 2006
2	SUP	American Lung Association	Wallis Sands / Hampton	Bike Ride	05/15/04	05/15/04	\$100.00	Renewed for May 14, 2005. Renewed for May 20, 2006.
3	SUP	American Lung Association	Hampton Beach	Asthma Walk	08/26/06	08/26/06	\$100.00	Annual Blow the Whistle on Asthma Walk.
4	SUP	Appalachian Mountain Club	Lonesome Lake	Maintain a camp	01/01/03	12/31/08	\$5,000.00	Lonesome Lake, Lot 15, Range 10. Maintain a camp to be open to the public
5	SUP	April Gerrish	Odiorne Point	Wedding	10/01/05	10/01/05	\$100.00	Wedding
6	SUP	BAE Systems	Ellacoya	Company Outing	08/14/04	08/14/04	\$250.00	
7	SUP	Big Brothers Big Sisters Greater Seacoast	Wallis Sands	Barbeque	06/04/05	06/04/05	\$0.00	Fishing/Barbeque for children and mentors
8	SUP	Bonneville	Cannon Mtn.	Fundraising Event	03/31/04	03/20/04	\$0.00	Kristen's Gift
9	SUP	Boy Scouts - Daniel Webster Council	Bear Brook	Hike-A-Thon	04/17/04	04/17/04	\$100.00	Use of Trails - Pavilion. 400 people during duration.
10	SUP	Boys & Girls Club of Bradford	Lake Tarleton	Swim Lessons	07/18/05	07/29/05	\$100.00	
11	SUP	Brain Injury Association of NH	Hampton Beach	Fundraiser	10/02/05	10/02/05	\$250.00	
12	SUP	Brain Injury Association of NH	Hampton Beach	Fundraiser walk	10/01/06	10/01/06	\$100.00	
13	SUP	Campus Crusade for Christ	Hampton Beach	Concert	07/24/04	07/24/04	\$100.00	
14	SUP	Canoe King of New England	White Lake	Demo day	06/06/04	06/06/04	\$100.00	Participants shall be required to pay regular park admission charge collected at the toll booth on the day of the event.
15	SUP	Carter Community Building Association	Northern Rail Trail	5K Road Race	07/18/04	07/18/04	\$0.00	See file for event considerations.
16	SUP	Catamaran Racing of Northern NE	Hampton Beach	Catamaran Regatta	06/17/05	06/19/05	\$0.00	Sailboat Regatta run by a non-profit organization
17	SUP	Christa McAuliffe Planetarium	Hampton Beach	Astronomy	06/08/04	06/08/04	\$0.00	Planetarium is a state agency and is self-insured.
18	SUP	Clear Channel Lebanon	Sunapee	Beach dig	08/13/05	08/13/05	\$0.00	Beach dig
19	SUP	Coastal Conservation Association of NH	Wallis Sands	Barbeque	06/04/05	06/04/05	\$0.00	Fishing and Barbeque for big brother/big sister
20	SUP	Community Developmental Services	Odiorne Point - Picnic	Picnic	06/18/04	06/18/04	\$0.00	Fee Waived this year only
21	SUP	Concord Family YMCA	Clough	Triathlon	09/11/04	09/11/04	\$500.00	
22	SUP	Concord Family YMCA	Clough	Triathlon	09/10/05	09/10/05	\$500.00	Triathlon
23	SUP	Control Technologies	Ellacoya State Park	Company Outing	07/29/06	07/29/06	\$100.00	annual company outing, catered, use of the pavilion
24	SUP	D.O.T.	Pawtuckaway	Safety Plow Rally	05/12/05	05/13/05	\$0.00	SUP not signed. Insurance is waived.
25	SUP	Derry Trail Riders	Bear Brook	trail ride	05/21/06	05/21/06	\$100.00	

## Appendix H

**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS****Special Use Permits 2004-2006**

#	Type	Company	Location	Purpose	Start	End	AR	Comments
26	SUP	Derry Trail Riders, Inc.	Bear Brook	Equestrian Trail Ride	05/16/04	05/16/04	\$100.00	
27	SUP	Dumitrescu	Miller State	Trail Running	05/13/06	05/13/06	\$250.00	
28	SUP	Dunbarton PTO	Clough	Red Cross Swimming Lessons	06/21/04	07/02/04	\$100.00	Re-issued permit for June 21 - July 2, 2004. Re-issued permit for June - July 2005.
29	SUP	Endorfun Sports	Wellington	Moose Man Triathlon	06/05/05	06/05/05	\$100.00	Water event
30	SUP	Eva Mason & Chad Galusha	Sunapee	Wedding	10/15/05	10/15/05	\$100.00	Wedding Ceremony & Reception
31	SUP	Families First	Wallis Sands	Fund Raiser Walk	09/17/06	09/17/06	\$100.00	
32	SUP	Field of Dreams Equestrian Ctr. Inc.	Bear Brook	Fundraiser - Scavenger Hunt	06/26/05	06/26/05	\$0.00	
33	SUP	Free Ride Surf School	North Beach - Hampton	Surf School	07/01/04	09/01/04	\$100.00	20% of lesson fee to be paid at end of season
34	SUP	Gate City Striders	Miller	10 Mile Race	06/05/05	06/05/05	\$391.00	
35	SUP	GeoOdyssey	White Lake/Jenness	Kayak Lessons	06/01/04	09/01/04	\$19.00	10% of gross is due within 60 days of the close of business.
36	SUP	Goodales Bike Shop	Bear Brook	Bike Demonstration	04/30/05	04/30/05	\$100.00	
37	SUP	Granite State ATV Association	Cheshire Rail Trail	Spring Fling Trail Ride	04/23/04	04/25/04	\$0.00	
38	SUP	Granite State Bassmasters	Pawtuckaway	Bass Tourmnt	05/01/05	05/01/05	\$100.00	
39	SUP	Granite State Race Series	Mt Washington	Foot race	06/18/05	06/18/05	\$500.00	900 runners plus spectators at the Sherman Adams Summit Bldg
40	SUP	Granite State Wheelmen, Inc.	Hampton Beach State Park	Tri-State Seacoast Century Weekend	09/24/04	09/24/06	\$1,500.00	
41	SUP	Greater Boston P Flag	Monadnock	Fundraiser	10/15/05	10/15/05	\$100.00	
42	SUP	Greater Nashua Habitat for Humanity	Monadnock	"Take a Hike for Humanity" hike-a-thon	05/22/04	05/23/04	\$100.00	Renewed for 5/21 & 5/22, 2005.
43	SUP	Gundalow Company	Odiorne Point	Camp programming and public tours	07/29/05	08/07/05	\$0.00	Camp programming and public tours. Fee is 20% of gross sales
44	SUP	Habitat for Humanity	Odiorne Point	Auction	10/02/05	10/02/05	\$0.00	Non-profit Auction
45	SUP	Habitat for Humanity	Monadnock	Fundraiser - Hike-a-thon	05/20/06	05/21/06	\$100.00	
46	SUP	Hampton Area Chamber of Commerce	Hampton Beach	Seafood Festival	09/06/04	09/12/04	\$2,000.00	SEE FILE FOR COMPLETE DETAILS OF S.U.P.
47	SUP	Hampton Beach Precinct	Beach area by the Seashell	Annual Master Sand Sculpting	06/11/04	06/28/04	\$100.00	
48	SUP	Hampton Beach Village District	Hampton Beach	Sand Castle	06/17/05	07/01/05	\$100.00	Sand castle competition
49	SUP	Hampton Chamber of Commerce	Hampton Beach	Seafood Festival	09/09/05	09/11/05	\$0.00	Fee waived, Chamber will purchase and donate a rescue sled to the state, for the purpose of aiding in rescue operations (Value \$2000)

## Appendix H

**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS****Special Use Permits 2004-2006**

#	Type	Company	Location	Purpose	Start	End	AR	Comments
50	SUP	Harvey Construction	Portsmouth Branch/Rockingham Trail	Temporary Water Pump	06/21/04	10/30/04	\$0.00	
51	SUP	Haverhill Recreation Commission	Bedell Bridge	River Paddle	05/23/04	05/23/04	\$0.00	
52	SUP	HK Powersports	Ellacoya	Company Function	08/17/05	08/17/05	\$350.00	catered company function
53	SUP	Hobie Cat Fleet 496	Hampton Beach	Hobie Cat Regatta	06/18/04	06/20/04	\$100.00	
54	SUP	Home Helpers and Direct Link		Walk	10/02/04	10/02/04	\$100.00	
55	SUP	Jaffrey, Town of	Annett State Forest	Groundwater Test Wells	12/13/04	12/13/05	\$0.00	
56	SUP	JBI Helicopter Services	Kearsarge/Warner Side	Plane Wreckage Removal	07/09/04	07/09/04	\$0.00	
57	SUP	Juvenile Diabetes Research Foundation	Odiorne Point	Walk Fundraiser	09/25/05	09/25/05	\$100.00	
58	SUP	Kristen's Gift	Cannon Mtn	Fundraising Event	03/18/06	03/18/06	\$0.00	State will sell permittee unlimited number of tickets at a discounted rate. With the permittee receiving a certain portion of proceeds
59	SUP	Lake Sunapee Snowmobile Club	Sunapee	Annual Ride-In	02/11/06	02/11/06	\$100.00	radar run, food shack, torchlight parade & fireworks. Renewal
60	SUP	Littleton Regional Hospital	Cannon Mtn	Triathlon/ Skiing	01/29/05	01/29/05	\$0.00	Skiing, snowshoeing and tubing.
61	SUP	Loon Mountain	Franconia Notch	Bike Ride	06/27/04	10/11/04	\$100.00	
62	SUP	Monadnock Regional Milers	Monadnock	Trail Run	05/16/04	05/16/04	\$100.00	Approx. 5-70 people. Race/Run to benefit Municipal recreation program for Rindge Youth.
63	SUP	Mt Washington Auto Rd	Mt Washington	Bicycle Hill Climb	08/20/05	08/20/05	\$500.00	Auto road bicycle hill climb
64	SUP	N.H. Prospect Ski Club	Weeks	Skiing, Sliding	11/01/05	04/12/06	\$100.00	
65	SUP	Nevado Mountain Adventures	Cannon Mtn	Demo	02/11/06	02/12/06	\$100.00	public free testing of skis, snowboards, clothing and accessories
66	SUP	New England Paragliding and Hang Gliding	Cannon Mtn	Paragliding and Hang Gliding	10/01/02	06/30/05	\$0.00	\$8.00 for each one-way ride to the summit of Cannon for one pilot with one paraglider or one hang glider.
67	SUP	New England Paragliding and Hang Gliding	Cannon Mtn	Paragliding and Hang Gliding	10/01/02	06/30/05	\$0.00	\$8 per one way ride to summit for 1 pilot & 1 passenger
68	SUP	New England Telemark	Cannon Mtn	Telemark Skiing	01/22/06	01/22/06	\$100.00	Telemark ski festival and race
69	SUP	New England Telmark	Cannon Mtn	Skiing	01/22/05	01/23/05	\$0.00	Ski festival and race. (\$20/ticket full day. \$15/ticket 1/2 day.)
70	SUP	New Hampshire Towing Association	Hampton Beach State park	Towing Rodeo	05/18/03	05/15/05	\$9,000.00	Payments due by 4/30 of year event to take place. Paid in full of \$3,500 for 2005.

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**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS****Special Use Permits 2004-2006**

#	Type	Company	Location	Purpose	Start	End	AR	Comments
71	SUP	Newfound Rendezvous Assoc.	Wellington	Canoe/Kayak Demonstration	09/17/04	09/19/04	\$100.00	Admin. Fee waived for sponsors, volunteers and vendors. Use of Cliff and Belle Island Campsites \$6/night
72	SUP	Newfound Woodworks	Wellington	Kayak Demonstration	09/09/05	09/11/05	\$100.00	
73	SUP	NH Off Highway Vehicle Association	Franconia Bike Path	ATV Ride	03/05/06	03/05/06	\$0.00	
74	SUP	NH Water Pollution Control Association	Ellacoya	Summer Outing	06/24/04	06/24/04	\$50.00	Outing at the pavilion 150 people. Renewed for 6/24/05. Renewed for 6/23/06.
75	SUP	NitroSecurity, Inc.	Ellacoya	Company Outing	07/27/05	07/27/05	\$350.00	Company outing
76	SUP	North Country Chamber of Commerce	Lake Francis	Moose Festival	08/27/05	08/27/05	\$0.00	Moose Festival
77	SUP	Northeast Passage		Bike Ride	06/12/04	06/12/04	\$0.00	Fee waived this year only.
78	SUP	Openbase International, Ltd	Mt Washington	Reception	09/16/05	09/16/05	\$100.00	Brief reception at Tip Top House
79	SUP	Partners In Health	White Lake State Park	Family Cookout	06/14/05	06/14/05	\$0.00	Non-Profit patient/family outing
80	SUP	Path Finders Sno-Tours	CLHWF	Snowmobile Guided Tours/Rentals	12/15/03	04/15/04	\$0.00	We were not successful in getting certificate of insurance. Re-evaluate 2005 request.
81	SUP	Pembroke Police Department	Bear Brook	ATV Rider Training	12/15/04	07/01/05	\$0.00	Trails Bureau SUP. See file for details.
82	SUP	Pemi Valley Excursions, LLC	Franconia Rec. Trail	Guided Snowmobile Tours	12/01/03	03/30/04	\$100.00	
83	SUP	Pisgah Wilderness Tours, LLC	Pisgah	Snowmobile Tours	02/14/04	03/31/04	\$100.00	
84	SUP	Pittsburg Ridge Runners Snowmobile Club	Deer Mtn Campground	Winter recreation activities	01/23/06	04/15/07	\$0.00	fee is waived
85	SUP	Racing Ahead	Dixville/Coleman/CLH	Adventure Race	05/21/05	05/22/05	\$100.00	See Files for Details of the SUP.
86	SUP	Red Clover Rovers	Pisgah	Fund Raising/Trail Run	09/19/04	09/19/04	\$100.00	Renew Races 9/18/05. Renew for fundraiser race: NH Special Olympics for 9/17/06.
87	SUP	Rindge Recreation Department	Monadnock	Fundraiser Hike/Race	05/07/05	05/07/05	\$100.00	Trail race to benefit Town of Rindge Recreation Dept. Youth Programs
88	SUP	Ronald G. Mills	Profile Lake	Marriage Ceremony	07/15/06	07/15/06	\$100.00	Marriage Ceremony only, approx. 3 hours
89	SUP	Rumford Stone, Inc	Ellacoya	Company Picnic	08/13/05	08/13/05	\$100.00	Company Picnic
90	SUP	S&L Boxing	Hampton Beach	Boxing Weigh-In	07/15/04	07/15/04	\$100.00	
91	SUP	S&W Sports	Bear Brook	Mtn. Bike Race-Fundraiser	06/23/02	05/23/04	\$100.00	Certificate of Insurance will be mailed at the beginning of May, per Tim Farmer, Owner. Renewed 5/22/06.
92	SUP	Sanborn Regional High School	Wallis Sands	Post Prom Party	05/14/04	05/14/04	\$100.00	
93	SUP	Scrub Oak Scramblers Snowmobile Club	White Lake	SnoDeo; Poker Run/Radar Run	02/19/05	02/20/05	\$100.00	Poker/radar run on White Lake, Dealers, and vendors, concession stand.
94	SUP	Scrub Oak Scramblers Snowmobile Club	White Lake	Poker Run	02/18/06	02/18/06	\$100.00	Use of lake for radar run, use of groomed park for poker run and use of parking lot for parking & vendors

## Appendix H

**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS**

## Special Use Permits 2004-2006

#	Type	Company	Location	Purpose	Start	End	AR	Comments
95	SUP	SeaCare Health Services	Hampton Beach State Park	Fundraiser/ Cyclists	09/19/04	09/19/04	\$100.00	Pavilion Fee waived. 20% group discount applied.
96	SUP	Seacoast Habitat for Humanity	Odiorne Point	Walk	05/22/04	05/23/04	\$0.00	Fee waived this year ONLY.
97	SUP	SNH Scottish Games	Greenfield	Parking	06/05/04	06/05/04	\$0.00	Use of parking lot by the beach to park volunteers and a few bagpipes.
98	SUP	Southern NH Flying Eagles	Greenfield	Model Airplanes	09/17/04	09/19/04	\$100.00	Renewal for 9/16-18/05
99	SUP	Southern NH Scottish Games	Greenfield	Scottish Games	06/05/04	06/05/04	\$100.00	
100	SUP	Special Olympics of NH	Hampton Beach	Penguin Plunge	02/05/06	02/05/06	\$100.00	annual penguin plunge
101	SUP	SPNHF	Monadnock	Tour	09/26/05	09/26/05	\$0.00	Tour recently harvested SPNHF owned property.
102	SUP	Sutton Recreation Association	Wadleigh	Red Cross Swim Lessons	07/05/05	07/28/05	\$0.00	Red cross swim lessons
103	SUP	Sutton Recreation Association	Wadleigh	Red Cross Swim Lessons	07/12/04	08/04/04	\$0.00	Swim Lessons will be Monday and Wednesday for four weeks at far end of the beach.
104	SUP	Swift Diamond Riders Snowmobile Club	Coleman	Radar Run/Snowdeo	01/24/04	03/06/04	\$0.00	SUP for both Radar Run on 1/24/04 and Snodeo on March 5-6th....Call and get updated cert. Of insurance.
105	SUP	Swift Diamond Riders Snowmobile Club	Coleman		07/14/00	04/15/05	\$0.00	Club to provide trailside services. Club performs plowing, sanding of parking lots, winterizing and maintaining rec. hall as a warming hut, provide food service, info, as well as maintaining several hundred miles of trails in that location.
106	SUP	The Community Diversion Program	Odiorne Point	Family Wellness Day	06/25/06	06/25/06	\$100.00	Wellness day for families featuring various health displays, live music, entertainment
107	SUP	The Davis Companies	Sunapee	Company Picnic	07/16/04	07/16/04	\$100.00	
108	SUP	Timber Framers Guild	Bear Brook	workshop	05/21/05	05/21/05	\$0.00	Workshop at the Nature Center
109	SUP	Timberman Triathlon	Ellacoya State Park	Triathlon	08/17/04	08/22/04	\$10,299.00	2004: \$5,000 plus RV sites X 4nights: \$5,188.00 + \$3/per site res. Fee: \$10,299.00 due
110	SUP	Town of Alexandria	Wellington	Free Admission for Residents	05/01/04	10/30/04	\$2,000.00	Residents, spouses & dependent children free admission upon proof of residency. Fee due to the State from the town; \$2,000 for unlimited access.
111	SUP	Tuberous Sclerosis Alliance	Odiorne Point	Walk-A-Thon	06/06/04	06/06/04	\$100.00	Renewed for 6/5/05. Renewed for 6/4/06.
112	SUP	UNH	Pawtuckaway	Rain Gauge	10/28/03	12/30/06	\$0.00	Install a rain gauge at the log-landing site, 4" x 4" post in ground w/collection system.
113	SUP	Wade Lane & Eleni Pangoulis	Lake Tarleton	Wedding	07/22/06	07/23/06	\$100.00	Wedding
114	SUP	Wal-Mart Distribution Center 6030	Pawtuckaway	5K Road Race	09/19/04	09/19/04	\$0.00	\$250.00 permit and shelter fee is waived for community service in park
115	SUP	Warner Youth Sports Association	Rollins	9th Annual Mt. Kearsarge Hill Run	05/29/04	05/29/04	\$100.00	Renewed for 5/22/05

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**EXISTING LEASES, CONCESSIONS, AND OTHER MANAGEMENT AGREEMENTS****Special Use Permits 2004-2006**

#	Type	Company	Location	Purpose	Start	End	AR	Comments
116	SUP	Weber Foundation of Helping Hands	Hampton Beach	Road Race	10/17/04	10/17/04	\$100.00	
117	SUP	Wentworth-Coolidge Commission	Wentworth Coolidge Mansion	Display of Outdoor Sculptures	12/08/03	10/31/04	\$0.00	Expand art exhibits to include display of sculptures in the corner of the carriage house courtyard. No Fee
118	SUP	West Central Behavioral Health	Bedell Bridge	PaddlePower Fundraising	07/31/04	07/31/04	\$100.00	Renewed for 8/6/05.
119	SUP	White Mountain ATV Club	Franconia Notch Rec. Trail	ATV Event	02/14/04	02/14/04	\$0.00	See S.U.P. file for additional condition requirements for the event.
120	SUP	Wyland Foundation	Hampton Beach	Clean Water & Healthy Oceans Tour	08/04/04	08/04/04	\$100.00	
121	SUP		Ellacoya			07/17/04	\$250.00	
122	SUP		Lake Tarleton	Wedding/Reception	08/14/04	08/14/04	\$500.00	
123	SUP		Pawtuckaway	Paddle Boat/Canoe Rentals	05/10/04	10/31/04	\$0.00	20 % of gross sales. Pays in arrears (last year payment due upon new SUP issued. See File
124	SUP		Pawtuckaway	Access for Paddle Boat/Canoe Rental	05/28/04	10/31/04	\$100.00	
125	SUP		Monadnock	Wedding	05/14/05	05/14/05	\$100.00	Wedding Ceremony & reception
126	SUP		Jenness Beach	Kayak Lessons	03/31/05	09/05/05	\$0.00	10% of gross 60 days after close of business.
127	SUP		Lake Tarleton	Wedding	09/17/05	09/17/05	\$150.00	Wedding, permittee to supply amenities
128	SUP	Fremont Well	Rockingham Rec Trail		05/30/02	12/30/05	\$0.00	
129	SUP	Red Clover Rovers	Pisgah	Race	09/17/05	09/17/05	\$100.00	
130	SUP	Barret Marathon	Ashuelot Rec Trail	Race	09/04/05	09/04/05	\$0.00	
131	SUP	Boy Scouts	Rail Trail, Rochester	Clean up	04/17/05	04/17/05	\$0.00	
132	SUP	NHOHVA	Franconia Notch	Event	02/15/05	02/15/05	\$0.00	
133	SUP	Lebanon Parks & Rec	Northern Rail Trail	Race	06/05/05	06/05/05	\$0.00	
134	SUP	Granite State Carriage	Ashuelot Rec Trail	Race	08/05/05	08/05/05	\$0.00	
135	SUP	Cystic Fibrosis	Various	Event	06/10/05	06/11/05	\$100.00	
136	SUP	Boy Scouts	Fremont Trail	Clean up	04/05/05	04/05/05	\$0.00	
							<b>\$40,909.00</b>	

Appendix I

**REPORT AND RECOMMENDATIONS  
OF THE  
FINANCE SUBCOMMITTEE  
OF THE  
SB 5 STATE PARKS COMMISSION**

**MAY 1, 2006**

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### A. Better Define and Clarify the Mission, Goals and Objectives of the Parks System

1. **Self-Funding.** Is it practical and functional to expect New Hampshire's State Parks to be self-funding given the demands and expectations on the system, and the mandates of its mission? An analysis must be conducted of the financial viability of the Parks' self-funding mandate, the consistency of this mandate with the Parks' statutory mission, and of alternative operating models used in other states.
2. **Historic Sites.** Historic sites need a special focus. See Appendix A for a list of the State's Historic Sites. The central issues to be considered:
  - a. Given the financial drain of maintaining the State's historic sites (and over \$500,000 is badly needed now to perform deferred maintenance) should Historic Sites be funded from the General Fund, rather than be part of a self-funded system? Is there a third way such as private funding?
  - b. Should Parks continue to manage these Historic Sites or could some other inter-department partnerships better manage and protect these historic resources? For instance, should the Department of Cultural Resources become the lead agency for historic sites, and if so what changes would be needed to enable the Department to effectively carry out this responsibility?
  - c. What role should Friends groups or corporate sponsors play in the funding, management, interpretation, and on-going stewardship of these sites?
3. **Recodification.** There should be a recodification of the Park System's lengthy and segmented statutory authorities. A draft could be created by the Office of the Attorney General with legislation to follow.

### B. Establish Better Legislative Oversight and Accountability of the Parks System.

1. **Statewide Advisory Council.** While there are several legislatively mandated advisory committees that are Park or issue specific, the idea was discussed of whether the Division of Parks should have an advisory council that oversees the entire statewide system, similar to the Forest Advisory Council for the Division of Forest and Lands. This should be reviewed and consideration given of whether the smaller and specific advisory boards could be consolidated or abandoned and one larger council formed.
2. **Legislative Oversight.** The Subcommittee recommends there be ongoing and direct oversight of the Division of Parks by a standing committee in both the House and the Senate.

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3. **Annual Reports.** The Division of Parks recommends and the Subcommittee concurs that the Division of Parks should produce an annual report as do most other large State entities and private businesses.
4. **Internal Audit and Cash Control.** The Division of Parks recommends and the Subcommittee concurs that that an internal audit of the Parks system should be conducted. The Subcommittee also found that there are insufficient cash controls in place. Cash control, management and security must be addressed immediately.

### C. Long-Term Strategic Plan

A long-range strategic plan needs to be established and should address (at a minimum) the following issues:

1. **Ten Year Capital Improvement Plan.** A Ten Year Capital Improvement Plan for the Division of Parks should be created and regularly updated, comparable to the 10 Year Transportation Plan and capital plans for the University and Technical College Systems. The development of a long-range capital improvement plan should cover capital improvements, deferred maintenance, park acquisition and expansion, etc.
2. **Long-Term Strategic Planning.** A Ten Year Capital Improvement Plan would complement and be adjunct to the overall Strategic Plan. The strategic plan will establish where to emphasize (or deemphasize) resources and the corresponding capital or operating funding component and from what source the necessary revenue is derived. This long-term plan should be updated regularly to provide on-going guidance of the Parks system. A five or ten year profit and loss analysis needs to be projected to identify the direction of the system and facilitate the evaluation of current operation and funding.
3. **Evaluation of Current Operations.** A full evaluation of the facilities, profit & loss, and usage of each Park needs to be conducted. The financial and usage trends for each park should be identified. A market analysis should be performed, which would include identification of who makes up the customer base. The current usage should be compared to general market trends. A review of overall operations would identify operating strengths and weaknesses, as well as provide perspective on the differing revenue performance of individual parks within the system. The subcommittee did evaluate, in some depth, several operational issues including the in-house reservation system, retail operations, and maintenance, and whether or not these functions should remain in-house. Our initial review made a strong case for the cost-effectiveness of keeping the reservations system and maintenance operations in-house, while the case for an in-house retail operation is much less compelling. The accounting practice employed of assessing retail costs on

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a pro rata basis across the system also skews the revenue/expenditure numbers for individual Parks. Further, more detailed analysis of each of these functions is needed (see below for more on Retail Operations specifically).

4. **Retail Operations.** Objective analysis of the current in-house retail and food service operations must be conducted. New Hampshire is the *only* state in the Union that runs its own retail and food service operations. Would leasing the entire retail operation system-wide help to decrease operating costs by, for instance, making the lessee responsible for trash pick-up and disposal in some parks, thereby relieving the Division of Parks of that responsibility and cost? Would leasing some prime locations (including rest areas?) to national chains (like a Dunkin Donuts or Starbucks) become a major source of revenue without harming the overall mission and profile of the Parks division? Review of the experience and successful models in other states should be included in this analysis.
5. **Evaluation of Short-Term Leases and Usage Agreements.** A review is needed of all operational agreements such as service contracts, memorandums of understanding, special use permits, short-term leases, Park-specific deed requirements and friends groups, partner and philanthropic group contracts. Suggestions for improving and streamlining these agreements going forward should focus on establishing policies which leverage state financial and human resources. The Division of Parks has over 170 separate contracts with a broad range of organizations, both public and private. Coordinating and/or establishing a clearing house to manage and, if possible, consolidate and standardize these agreements is badly needed. Uniform standards also are needed for managing facility day usage, including fee structures, booking procedures, and a system for monitoring use. A review of the marketing and booking arrangements should be undertaken to identify if the State has the opportunity to expand the day rental of its facilities to maximize income.
6. **Evaluation of Long-Term Leases.** The Subcommittee evaluated, in some depth, the pros and cons of leasing Park properties, such as Cannon Mountain and the experience of the Sunapee lease, **strictly from a financial aspect.** It has been identified that the State's costs associated with Cannon Mountain are significant. Cannon operations have run a deficit of nearly one million dollars annually in each of the last three years. Cannon will require additional capital improvements in the near future, and additionally there are plans to integrate Mittersill into the area. (The 1998 Cannon Mountain Master Plan estimated this would cost at \$12,000,000.) The subcommittee, with the help of the Legislative Budget Assistant's Office and the State Treasurer (who will make a separate presentation to the full Commission), examined the financial impact of the Sunapee lease and the ramifications of leasing Cannon. Setting aside any policy considerations, and just dealing strictly with the numbers, it is a highly complex issue, but one that deserves further review. A detailed analysis of the financial and policy pros and cons of such leases in

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conjunction with an overall financial analysis of Cannon's financial operation should be conducted by the full Commission (and in any strategic plan), and the findings reported to the Legislature, Governor, and Executive Council.

7. **Private Funding.** The strategic plan should examine the potential and mechanisms for establishing more formal public/private partnerships, corporate sponsorships, a Parks Trust or Friends of New Hampshire Parks (based on the experiences in other states), that could have a major role in fund raising and providing additional revenue and stability to the Parks system.

### D. 20 Million Dollar Capital Improvement Bond

1. **Allocation.** The Division of Parks has requested a \$20,000,000 capital improvement bond. The last and only system-wide capital bond was for \$9,000,000 in 1961. For a complete breakdown see Appendix A. The \$20,000,000 is allocated approximately as follows:

- \$3,000,000 for emergency deferred maintenance in various Parks
- \$5,000,000 for various priority Park projects throughout the State.
- \$2,000,000 for long range strategic planning as discussed in Section C. above, of which \$500,000 would be dedicated to Historic Site analysis as discussed in Section A. 2 above.

\$10,000,000 for Hampton Beach in accordance with the 2001 Hampton Beach Master Plan, including additional paid parking, which creates more beach access and more revenue. The rationale that was given for spending this amount on Hampton Beach, which is the top revenue producer in the Parks system, is to bring this "Flagship" State Park up to a standard of quality that will result in a better visitor experience, increased revenue, and free up financial resources for use in other parks. (See Appendix B for a more complete discussion)

The Parks Division along with PricewaterhouseCoopers is preparing a full financial breakdown with revenue projections for presentation to the Commission and Legislature.

### E. Revenue Maximization

1. **Revenue Shortfall.** An integral part of the Long Range Strategic Plan is an evaluation, at every level, of the maximization of revenues in the Park system consistent with its mission and objectives. Given the fact that the State Parks are supposed to be self-funded and are currently running an annual deficit (\$5,600,000 in revenues and \$7,000,000 in expenditures), the Subcommittee feels that examining revenue maximization is essential and deserves special emphasis. For instance:

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- There are six "Flagship" Parks, which are defined as the State's most popular Parks and the top revenue generators. The Flagship Parks are Hampton Beach, Franconia Notch (including the Flume), Bear Brook, Greenfield, White Lake and Pawtuckaway. These Parks in particular need to be marketed correctly and fee structures examined to maximize revenues.
- Selling parking passes as is done by the National Park Service.
- Evaluate retail and food services as discussed Section C. 4 above.
- The State's Picnic Pavilions and choice campground sites have incredibly strong demand. The Campground sites sell out within hours of becoming available and the daily fee picnic pavilions are booked solid, charging only \$200 per day. Fee structure must be increased where demand is so strong. To do otherwise is to do a disservice to the rest of the Park system.

### **F. Conclusion.**

New Hampshire's Park system is one of our State's greatest assets. New Hampshire's Parks are located on our coastline, rivers, and lakes; and in our forests, mountains, and a myriad of special places throughout the State. We have a responsibility as stewards of these treasures to care for them now, and to ensure their protection for future generations; we also have an obligation to facilitate our residents' and visitors' enjoyment of them. Tourism has a large economic impact in our State, and the attractions offered by our State Parks constitute a large part of that industry. We need to adapt and invest in our Park System to keep the Parks and the tourism industry they support strong and viable. Thorough financial analysis and strategic planning by the Division of Parks is the key to the future prosperity of New Hampshire's State Parks.

Recommendations were made only where there was unanimous support of the Subcommittee. Other comments and discourse is meant for the benefit and consideration of the full Commission.

Respectfully submitted this first day of May 2006, by:

Commissioners:

Rep. David Campbell, Chairman  
Susan Arnold  
Posy Bass  
Sen. Maggie Hassan  
Allison McLean  
Rep. Pamela Price

Appendix I

**APPENDIX A**

Appendix I

**APPENDIX B**

Appendix J

**ROLES FOR THE PRIVATE SECTOR IN STATE PARKS SYSTEMS**

*A Policy Brief for the State of New Hampshire*



## **Roles for the Private Sector in State Parks Systems**

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### *A Policy Brief for the State of New Hampshire*

September 21, 2006  
PRS Policy Brief 0506-07

Prepared by:  
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*This report was written by undergraduate students at Dartmouth College under the direction of professors in the Rockefeller Center. William O'Neal, a graduate student in the chemistry department, supervised the students and contributed to the preparation of this report. We are also thankful for the services received from the Student Center for Research, Writing, and Information Technology (RWiT) at Dartmouth College.*

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## 1. INTRODUCTION AND BACKGROUND

A current trend in the state parks systems of the United States is “privatization” of certain functions and services. Privatization, as defined by author and Director Emeritus of Florida State Parks, Ney C. Landrum, is the “transfer of responsibility for selected state park functions or activities from the state parks agency to a private party or entity by contract, lease, or other formal agreement.”<sup>1</sup> Such practices have been employed by state park operations since 1866, but there has been a clear increase in their use during the past two decades.<sup>2</sup> This policy brief includes: 1) a description of privatization in the context of Landrum’s definition, 2) a discussion of guidelines for determining the appropriateness of a privatization effort, 3) descriptions of private sector involvement in retail and custodial services provided by government agencies, and 4) a presentation of case studies that illustrate private sector involvement in other park systems.

**1.1 Privatization by Delegation.** Privatization of government functions can be achieved by a variety of methods that involve varying degrees of private sector participation.<sup>3</sup> With respect to parks management, most private sector involvement has been consistent with Landrum’s definition, which illustrates a more general privatization technique that has been referred to as *delegation* – a process whereby government maintains responsibility for a function but uses the private sector as the service provider.<sup>4</sup> Throughout this document, the term *privatization* normally refers to the process of delegation and not to a more general process of “reducing the role of government or increasing the role of the private institutions of society in satisfying people’s needs.”<sup>5</sup> Complete privatization of parks management “raises the obvious question of whether these parks would retain the public-service orientation and sensitive resource management essential to the state park philosophy.”<sup>6</sup> Consequently, the more general definition and the accompanying ideological implications are not the subject of this brief.

Four approaches to delegation are particularly notable in the context of park management:

- **Contract Delegation:** The government agency enters into a contract with a private entity that agrees to perform a function on behalf of the government.
- **Public-Private Competition:** This is a form of contract delegation in which the government agency opens bids for contracts to public employees in addition to the private sector. It is also known as “competitive sourcing.”
- **Franchise Delegation:** The government agency grants a private entity the right to sell a service to the public. Franchise arrangements often involve a fee payment by the private entity. The leasing of public property for a commercial operation is an example of franchise delegation.
- **Public-Private Partnership:** The government and private entities co-finance projects that usually require substantial, long-term capital investment. The agreement generally

provides an incentive to the private partner, such as long-term contract, lease, or franchise rights associated with the project output.

**1.2 Purpose of Privatization.** In a recent survey,<sup>7</sup> park administrators cited three principle reasons for instituting some form of privatization: 1) to increase (budgetary) economy, 2) to increase efficiency, and 3) to undertake a desirable project that was otherwise unfeasible. An analysis of state parks trends during the 1990s indicated that the operating budgets of state parks have not kept pace with inflation or population growth despite stable or increasing visitation and the addition of new programs or mandates.<sup>8</sup> During the late 1990s, state parks saw a marked increase in visitation and acreage but very little increase in funding. Additionally, many parks systems built in the first half of the 19<sup>th</sup> century have a strong need to upgrade old structures or build new ones. Between 1995 and 1998, state parks systems spent 17 percent more on capital improvements than in the previous five years, and this appears to be a continuing trend. States of all sizes, regional locations, and levels of development are struggling to become more self-sufficient while still providing core services to their residents.<sup>9</sup> Delegation to the private sector has been considered one means of addressing the resultant budgetary constraints and shortfalls because it is expected to lead to greater efficiency through competition. Other advantages of service delegation may include: the ability to distinguish between service provision and production; an improved focus on the core mission of the parks service; and the possibility of obtaining resources that are not available in the public sector. Each benefit is discussed in greater detail below.

In theory, delegation should lead to decreased cost and increased service quality by introducing competition among service providers. In the private sector, efficiency is promoted by the need to earn profits while providing a quality service at a competitive price.<sup>10</sup> By contrast, public sector services typically operate as protected monopolies, a circumstance that breeds inefficiency because there is little incentive for a monopoly to respond aggressively to consumer desires by expending greater effort, improving quality, or taking risks. Thus, the monopolistic structure of agency-run services is commonly the source of underperformance. The implication is that privatization should not be viewed as an attempt to distinguish between the relative efficiencies of private and public entities. Instead, *the goal of privatization should be to optimize service quality and efficiency by introducing competition among the various possible service providers, including the public agency.*<sup>11</sup> An important point is that simply creating a competitive system could be enough to spur efficiency increases in government agencies, especially under the Public-Private Competition model. For example, after the Office of Management and Budget (OMB) decided to open printing to competitive sourcing for the first time, the Government Printing Office (GPO) delivered a bid for printing the 2004 federal budget that was 24 percent lower than the previous year's cost.<sup>12</sup>

Delegation to the private sector also allows the need for a service to be decoupled from the actual production.<sup>13</sup> Public agencies engage in two decisions related to service delivery: First, the agency must decide *whether* it is responsible for ensuring that a particular service is available. If the agency has such responsibility, it must then decide *how* that service should be provided. Public agencies have traditionally opted to produce

services themselves. However, there is the possibility that production needs can be met more adequately by the private sector, and investigation of this alternative enables agencies to function as service facilitators rather than vendors. Advocates of this idea suggest that public funds may then be viewed as investments that ensure appropriate analyses of the various production options. Practically, the separation of service provision from production allows parks administrators to focus on strategic planning and policy decisions rather than the operational “fire-fighting” that often accompanies service production. Furthermore, administrators should have a greater ability to evaluate objectively the performance of the service provider.<sup>14</sup> When inadequacies are discovered, implementing changes (e.g., changing providers at the end of a contract period) is likely to be easier if the service provider is an outside entity.

A related rationale for privatization is that it allows a government agency to focus on its core objectives.<sup>15</sup> Over time, the responsibilities of public agencies often grow beyond their original boundaries in response to public demand for more or better services. Generally, this incremental growth is not accompanied by a concurrent discussion of the capability or appropriateness of using public resources to address new desires. Use of the private sector in response to changes in citizen demand can allow public agencies to redistribute their (often limited) resources to functions that are more consistent with their core mission.

Lastly, privatization offers an opportunity to inject expertise and/or capital from the private sector into a public project.<sup>16</sup> Private companies can increase the speed of services, bring expertise to the table, or develop innovative ways to provide a higher-quality service.<sup>17</sup> This is particularly useful when the public agency lacks the resources to effectively implement a new undertaking. It may also be the case that the abilities of public agencies are limited by enabling legislation, mandates, or other regulations.<sup>18</sup> Private entities, which are not subject to such restrictions, are often able to be more innovative, flexible, and/or efficient. These characteristics can make private firms highly effective participants in public projects.

In his dissertation entitled *A National Survey Assessing the Success of Privatization Policies in State Park Agencies*, Charles H. Brewton<sup>19</sup> identifies a number of reasons for which the flexibility of private firms can save money. As opposed to state agencies, private firms can more easily do the following:

- Give less vacation time.
- Hire more part-time or lower-skilled workers.
- Hold managers responsible for equipment maintenance and worker performance.
- Give first-time managers the authority to hire, fire, reward, and discipline workers.
- Use incentive systems.
- Make greater use of capital equipment.
- Hire younger workers with less seniority.
- Use more workers per supervisor.

**1.3 Concerns Regarding Privatization.** Criticisms of privatization primarily come in two varieties – ideological and practical. As stated above, the general ideology of privatization as a concept is not the subject of this brief. However, certain anti-privatization arguments may be particularly relevant to delegation in a parks system and are included here. In addition, the practical obstacles explained here may outweigh the potential benefits.

Ideological opposition to privatization in state parks is grounded in the conviction that the provision of all aspects of public parks systems is a core function of government. Critics suggest that the privatization of state parks operations may eventually lead to more substantial privatization of public lands.<sup>20</sup> A related concern is that “over-privatization” of parks management may result in “market forces” or private interests being given disproportionate influence over policy decisions. For example, former Kentucky Parks Commissioner George Ward strongly asserts that a careful balance must be struck between privatizing parks and maintaining them in public trust.<sup>21</sup> He warns that if the state parks system were to completely privatize:

“The less-profitable or less-popular parks probably would be closed. It would be seen as bad business to keep them open. Yet they, too, are a part of the public trust. We keep them open because of their importance to the people who live and work nearby. They, too, deserve to share the commonwealth’s environmental treasure and the recreational opportunities they afford.”<sup>22</sup>

More relevant to the concept of privatization by delegation, however, is the fear that private sector involvement may lead to increasing commercialization that compromises the primary mission of the parks system.<sup>23</sup> According to New Hampshire statute, the first priority of the state parks system is “to protect and preserve unusual scenic, scientific, historical, recreational, and natural areas within the state.”<sup>24</sup> Limited commercial operations (vending machines, general stores, gift shops, equipment rental, etc.) are often considered “visitor services” that do not detract from the parks mission. If private sector involvement leads to more elaborate endeavors (larger gift shops or restaurants, conspicuous advertising) for entirely commercial purposes, the parks mission may be threatened. Alternatively, private entities may cater to certain profitable users to the detriment of others, such as long-time or less wealthy customers.<sup>25</sup> Of course, the appropriate degree and type of commercialization is a distinctly subjective matter that must be determined by park managers and the public.

Practical concerns associated with delegation of parks operations include:

- *The lack of relevant models from other states:* Innovation and implementation of new management strategies carry inherent risks. Unfortunately, these risks cannot easily be minimized by following privatization models from other states due to significant diversity in the structure and function of the various state parks systems. In addition,

different social, political, and economic patterns among the states suggest that experience in one state may not translate well to another.<sup>26</sup>

- *Loss of quality control or flexibility:* Certain positions in parks systems may require specific expertise or be multidisciplinary. (For example, maintenance employees may also act as member of firefighting or disaster response teams). Critics suggest that outsourcing responsibilities may result in losses of institution memory, control of performance quality, efficiency, and/or productivity.<sup>27</sup> A related concern is that loss of control by parks officials may lead to a loss of park identity or, in extreme cases, degradation of natural resources.<sup>28</sup>

- *Indirect transaction costs may be overwhelming or unaccounted for:* Initiating and sustaining private sector operations may impose burdens beyond any direct financial costs. Furthermore, the appropriate implementation steps may not be immediately apparent.<sup>29</sup> Government restrictions may make privatization difficult or inefficient, and the potential for corruption (e.g., kickbacks or bribes) may be introduced.<sup>30</sup> In a detailed analysis of privatization techniques, Savas<sup>31</sup> provides examples of indirect transaction costs for contract delegation, including: establishing contractual requirements, designing the bidding process, assuring the existence of a competitive market, defining and choosing the best bid, dealing effectively with affected employees, learning to work effectively with the contractor, monitoring and evaluating the performance of the contractor, and deciding whether to renew or terminate the contract upon expiration. Depending upon the scale, new employees may be required to undertake the oversight and implementation of a privatization program. Brewton's 2001 survey of state parks found that not all of them reported savings in their privatization efforts.<sup>32</sup>

- *Management Pitfalls:* A potentially successful privatization effort may be undermined by poor public sector management. Savas<sup>33</sup> outlined a series of management failures that would compromise the success of a privatization effort:

1. The responsibilities of the private entity are not fully and explicitly defined; this failure often leads to misunderstandings or contract disputes.
2. The value of the public asset is underestimated, enabling the private entity to unfairly profit at the expense of citizens.
3. The bidding or procurement process is not truly competitive or is plagued by potential conflicts of interest; this undermines the primary motivator for privatization (i.e., to increase efficiency by introducing competition) and jeopardizes public opinion regarding use of the private sector. There is a particular danger that this situation will arise after the first round of contract delegation because the incumbent service provider is given a strong advantage if managers fail to ensure a consistently competitive bidding process.

4. There is not rigorous oversight of the service provider's performance; if this occurs, the agency may have abdicated responsibility for the *provision* of the service and compromised the quality of service production.
5. Poor performance by the service provider is not properly penalized; in this case, the agency fails to execute its responsibility for the *provision* of the service and therefore fails the citizenry.
6. Current employees are not adequately protected before delegation is carried out.

Proponents of private sector involvement contend that management failures are not problems that are inherent to a privatization effort and that they can be easily avoided or corrected. Furthermore, they argue that mismanagement of government-run services is also possible.<sup>34</sup>

## **2. ESTABLISHING THE APPROPRIATENESS OF PRIVATIZATION**

In 1983, the federal Office of Management and Budget published general guidelines on how to privatize in-house commercial activities. These guidelines, revised in 2003, are available online at [http://www.whitehouse.gov/OMB/circulars/a076/a76\\_rev2003.pdf](http://www.whitehouse.gov/OMB/circulars/a076/a76_rev2003.pdf). While the OMB published these guidelines for use by federal agencies, they should be directly applicable to state agencies. The federal government recommends allowing private bidding on most federal functions that are not considered "inherently governmental." The circular required each federal agency to designate an official to perform a cost comparison in all non-core areas. The objective was to find areas in which the private sector could provide a comparable service at a lower cost. It is important to note that the circular recommends in-house service providers also submit bids. As stated above, the mere threat of private competition can force in-house service providers to increase their efficiency and productivity. Examples of commercial activities considered non-core activities include: audiovisual products and services; automatic data processing; food services; industrial shops and services; maintenance, overhaul, repair, and testing; management support services; and office and administrative services.

The OMB suggests that government agencies judge the bids based on cost *and* quality of service. Often, private entities can lower costs and provide better services than in-house agencies. Providing a higher quality service can raise its value, which can lead to customer satisfaction or even increased revenue. For example, the 2002 Commercial Activities Panel found that when government agencies awarded bids based on best-value tradeoffs (as opposed to cost-only competitions), average annual savings almost tripled. These effects were less prevalent but still valid for routine services such as maintenance and cleaning.<sup>35</sup>

With regard to contract delegation, Savas<sup>36</sup> provides a list of circumstances that generally lead to success:



1. the more precisely a task or result can be specified in advance;
2. the more easily performance can be measured and evaluated;
3. the more competition there is among potential providers;
4. the less the activity is core to the agency's mission;
5. the more the demand for service varies over time;
6. the more easily private providers can hire employees with the needed skills than the government can;
7. the more private providers have greater economies of scale in providing the service.

Brewton<sup>37</sup> also identifies a number of characteristics that increase the success rate of privatization initiatives:

1. presence of a strong political leader and advocate;
2. existence of an appropriate organizational structure to assure implementation
3. execution of necessary legislative and resource changes
4. continual data analysis
5. existence of a detailed transition strategy
6. continual monitoring
7. frequent interaction between the state agency and the contractor

Likewise, Brewton<sup>38</sup> argues that the appeal of keeping services in-house increases:

1. the more the task is unknown and likely to change in nature;
2. the more difficult it is to measure the task's value;
3. the more difficult it is to switch agents during the task;
4. the more knowledge the state/agency has about the best means by which to accomplish the task.

As these analyses indicate, the potential transaction costs (see *Concerns Regarding Privatization* above) may outweigh the benefits of a privatization effort. It is most important that a government agency considers the circumstances carefully and performs a cost-benefit analysis before beginning any outsourcing process.

### **3. POTENTIAL ROLES FOR THE PRIVATE SECTOR IN New Hampshire STATE PARKS**

**3.1 Custodial.** Government agencies on both the federal and state levels have generally succeeded in saving money by outsourcing custodial services. Like retail work, custodial

work almost never has the distinction of a core activity, and many private corporations with knowledge and experience in custodial services exist. Experts estimate that custodial outsourcing yields 30% savings on average, making it one of the most profitable areas for outsourcing.<sup>39</sup>

There are numerous examples of government agencies that have successfully outsourced custodial services. Successful transfers occurred in Michigan schools and the Wisconsin Department of Agriculture.<sup>40</sup> The Government Accountability Office (GAO) found that the Postal Service could achieve significant savings by outsourcing custodial services in both big and small post offices. In particular, private contractors could lower wages and provide the same quality of service.<sup>41</sup> In some cases, however, state maintenance workers provide a cheaper alternative than private entities. Examples include the Florida Department of Juvenile Justice and the commonwealth of Virginia's roadside rest areas.<sup>42</sup> In these latter cases, the contractors claim that their higher fees are necessitated by the increased quality of the services they provide.

**3.2 Retail.** Private operation of retail establishments such as gift shops and food vendors is becoming more common across the country. Retail operations rarely fall under the rubric of a core government activity, and private corporations often have more experience in the business than do government agencies. These corporations can save money through reductions of purchasing and personnel costs or by funding capital improvements that lead to increased revenue.

An example illustrates how insufficient expertise can lead to the failure of a government agency to manage a retail center successfully: The Chief Administrative Office (CAO) audited the Congressional gift shop located in the Longworth House Office Building on Capitol Hill. The audit found that the gift shop was losing approximately \$270,000 annually due to poor pricing policy, higher labor costs than those in the private sector, poor merchandise selection, and poor store location. The CAO report suggested looking into privatizing the gift shop, although the CAO ultimately decided to keep the store in-house.<sup>43</sup>

There are limited examples of state parks systems delegating retail operations. In 2001, the Tennessee legislature passed a bill that resulted in the outsourcing of inns, golf courses, restaurants, gift shops, and marinas that were formerly operated by the state parks. Experts estimated \$10 million in subsequent savings to the state.<sup>44</sup> In 2002, New York signed a 20-year contract with Delaware North to operate a Niagara Falls visitor center with a gift shop, upscale restaurant, ice cream bar, specialty coffee shop, outdoor grill, and deli/pizzeria. Delaware North also invested \$2.3 million to expand the restaurant and install floor to ceiling windows and an observation deck.<sup>45</sup> (The National Park Service signed a similar deal with a private entity to construct a new visitor's complex at Gettysburg).<sup>46</sup>

An interesting model of privatized retail operations is the arrangement between the National Park Service (NPS) and the nonprofit association Eastern National. Congress has authorized the NPS to interact with "cooperating associations," which are non-for-

profit 501(c)(3) corporations organized under state law. As explained in the Department of Interior 1936 Annual Report, the purpose of cooperating associations is “to finance and promote the education and research programs in a park in ways not open to a Government operation.”<sup>47</sup> As a cooperating association, Eastern National’s primary function is as an educational institution, but it also acts as a business and a philanthropic organization. With respect to retail outlets, Eastern National sells informational and educational materials and products in approximately 260 stores at over 150 national parks or public trusts. The corporation is solely responsible for all aspects of retail management, including the hiring and training of employees, purchasing, inventory, and sales reporting. It is equally important that the net annual proceeds from Eastern National’s sales are returned directly to the NPS in the form of a donation.<sup>48</sup>

The cooperating association model illustrates the fact that private delegation does not necessarily involve outsourcing to a for-profit entity. Eastern National describes one of its distinctions as follows:

When we conduct business, the prevailing idea is to serve the National Park Service. *Service is the key.* As stewards of the national parks, our role is to help preserve and protect America’s national parks. We manage all of the administrative functions associated with retail sales outlets, so our partners can devote their time and resources to managing the park. The net proceeds from our sales activities provide alternative forms of income to support educational and interpretive programs within those parks. Our contributions to the parks, in the form of donations, are necessary to ensure that future generations can enjoy the natural and cultural wonders within America’s national parks.<sup>49</sup>

The annual revenue of Eastern National is approximately \$28 million, and it is able to donate approximately \$5.6 million per year to the NPS. Importantly, retail outlets at many smaller parks are not self-sufficient, but the profitable stores at larger parks support them. Currently, Eastern National operates approximately 85 stores that do not turn a profit, and the revenue-sharing encouraged by the “non-profit mentality” allows all of the outlets to provide similar levels of service.<sup>50</sup>

#### **4. CASE STUDIES**

While the privatization of some parks facilities and operations has been successful and profitable, the privatization of others has been problematic. States such as New York, Kentucky, and Georgia have either outsourced or entered into private partnerships for some park functions and operations. The Canadian Province of British Columbia

completely privatized the operations of their parks system in 1992. Additionally, there are already some examples of such actions in New Hampshire. The states in this study were selected based on recent activity with the private sector, reports on privatization, and/or mention in scholarly articles. Research reveals that the process of privatization may include some initial financial risks and requires constant negotiation. However, many of the states that leased out park functions and operations to the private sector have been quite successful in generating increased revenue.

**4.1 New Hampshire.** In New Hampshire, an example of privatization is the case of Mount Sunapee ski area. In 1987, the Weymouth Commission was established by the State of New Hampshire to study carefully the financial status of Mount Sunapee. In 1992, the study culminated in several recommendations and the suggestion that if, after five years, the recommendations proved ineffective, “operation by an independent authority should be reconsidered.”<sup>51</sup> Six years later, Okemo, a private company that also owns and operates Okemo Mountain Resort in Ludlow, Vermont, entered into a Lease and Operating Agreement with New Hampshire. As a result of this contract, there has been an increase in revenue and taxes – both local and state – paid to the state of New Hampshire. Between 1998 and 2005, a total of \$2,892,492 in lease payments and \$635,034 in taxes were paid to the New Hampshire Department of Resources and Economic Development (DRED).<sup>52</sup> Furthermore, the private company has generated enough revenue to provide donations to local communities and college scholarships for aspiring students from local areas.<sup>53</sup> Finally, Okemo provides new and better equipment for the mountain and spends money researching and implementing environmentally safe equipment that is economically feasible.<sup>54</sup>

**4.2 New York.** During the 1980s, the park system in New York City decided to open many of its programs to the private sector. As a result, many of the once unprofitable operations turned into lucrative revenue-generators. For instance, the parks’ golf program was losing nearly \$2 million per year before privatization.<sup>55</sup> Jack T. Linn, Assistant Commissioner and Senior Counselor of the New York City Department of Parks and Recreation, says that the golf courses were contracted out individually, and over a period of about ten years, the program started making nearly \$2 million in revenue per year.<sup>56</sup> He notes, however, that “economic benefit and physical improvements can be seen immediately.”<sup>57</sup> Such success has led to the leasing out of other operations in following years<sup>58</sup>:

- In the 1990s, the Wollman Skating Rink in Central Park made over \$850,000 per year from a private concessionaire.
- The National Tennis Center in Flushing brought in over \$1.15 million in revenue for the state.
- The annual concession for a marina in Queens generates over \$150,000 per year.

- The New York Department of Parks and Recreation enlarged its annual concession and fee income from \$5.5<sup>59</sup> million to \$36 million between the years of 1979 and 1997.

In addition to the competitive bidding of programs and services, Linn also supported the continued establishment of public/private not-for-profit partnerships in the New York City Department of Parks and Recreation. These partnerships, such as the one with the New York Central Park Conservancy, are management agreements that allow the city to govern the overall policy, while the partners help provide the day-to-day management of the parks.<sup>60</sup> Linn says, “These organizations raise private funds for the parks, and they have a role in spending that money. The donors expect maintenance of effort...their donated money will be in addition to – not instead of – existing maintenance. Therefore, the city is much less likely to divert funds.” The Conservancy currently provides more than 85 percent of Central Park's annual \$23 million operating budget.<sup>61</sup> Linn notes, “Sometimes having a private partner can bring the best of both worlds. The private sector provides you with flexibility and some risk that the public sector will not take.”<sup>62</sup>

**4.3 Kentucky.** Since 1996, the Kentucky State Parks system has been dealing with management problems within their parks. Specifically, the minutes of the November 13, 1996 meeting of the Capital Planning Advisory Board indicate that the state could not complete several construction projects and renovations due to insufficient funds. In response to these problems, the advisory board started encouraging private development at the state parks. For instance, the board initiated the development of a pool of state funds known as the “Facility Infrastructure Pool.”<sup>63</sup> This pool

“will be used as a contribution from the Commonwealth of Kentucky toward infrastructure costs for a major project – a lodge, a golf course or a camping area – constructed on state park property by the private sector. Other than the infrastructure contributions, the remaining investment in any such project will be the total responsibility of the private sector.”<sup>64</sup>

Additionally, the minutes indicated that this infrastructure pool could be used in conjunction with the 1996 Kentucky Tourism Development Act, which provides tax incentives to private organizations that want to construct major tourism attractions.

These acts and funds have resulted in the proposal of public-private partnerships that involve an open dialogue between public and private institutions. According to Karen Armstrong-Cummings, a member of the Economic Development/State Government Committee Staff Legislative Research Commission, privatization has been a hot topic of debate during legislative discussions. She indicates that several projects are currently undergoing privatization, including park lodges, cottages, marinas, and a food facility. One such collaboration is the Green River partnership, in which a private developer would build a private lodge and surrounding cottages if the city and county funds a golf

course nearby.<sup>65</sup> Such projects are still in the development process, and their outcomes are currently uncertain.<sup>66</sup>

Former Kentucky Parks Commissioner George Ward suggests that many changes involving the private sector have been quite successful. As an example, he points to the establishment of an on-line reservations system for lodges, cottages, and campgrounds provided by a private company called Vantis. This system is the same one used by many independent hotels to provide reservations. The arrangement has led to dramatic increases in both in-state and out-of-state reservations and has saved the Kentucky Parks System time and money.<sup>67</sup> In less than three weeks, “Kentucky reserved nearly 14,000 camping nights, which will bring in over \$300,000,” says Ward.<sup>68</sup>

Another successful example is the privatization of marinas in Kentucky. Many of Kentucky’s larger marinas have been leased out for over 20 years and appear to be in good financial standing. Ward adds that private marine companies “tend to do a good job of expanding based on market conditions...they can make a move a lot faster than the state can move.”<sup>69</sup> Ward cites the example of one marina for which the lease was opened for bidding in 2004. A private company won the bid and decided to re-build the entire marina, which it accomplished in only 90 days (the marina was re-opened for business in May 2005) within a budget of \$4 million.<sup>70</sup> He adds that the state “would probably take about 90 days to get the proposal for the money needed together.”<sup>71</sup>

Additionally, Ward mentions that a current partnership with PepsiCo seems promising. Originally, the deal was intended for Coca Cola Co., which promised \$500,000 over a period of two to three years in exchange for advertising on park trucks, at park establishments, and during park events. PepsiCo learned of the deal and offered Kentucky a better package, giving Kentucky about \$700,000 for the same contract. Ward says that the “marketing value of that package is very worthwhile, and we’re excited to get that off the ground and see what happens.”<sup>72</sup>

Kentucky has implemented several private initiatives with fruitful outcomes and promising futures. The parks system directors remain hopeful about other privatizing endeavors, and they have continued to pursue privatization and outsourcing in certain aspects of management.

**4.4 British Columbia.** British Columbia Parks has successfully transferred the day-to-day operations of its public parks to private companies. Over the past 20 years, BC has contracted out all visitor services at all of its campgrounds and day-use areas. Private contractors now provide facilities maintenance (garbage collection, fee collection, etc.), public safety, marketing, and promotion. The contractors retain user fees from reservations and day-use. BC Parks still pays for some capital improvements, research, ranger patrols, and other non-visitor services but plays no role in the actual management of the parks.<sup>73</sup>

Contracting out the day-to-day operations increased the total efficiency of the BC Parks. Since 1992, when BC Parks contracted out the remaining publicly run parks, experts

estimate its savings averaged 20 percent per year.<sup>74</sup> Much of the savings is a result of bundling service contracts: Between 1988 and 2004, the number of facilities operators servicing the 205 parks was reduced by 85% to 22. Additionally, the contractors hired specialized labor (e.g. technicians) on an as-needed basis rather than following the government's practice of keeping specialized staff on payroll. Lastly, the contractors use local labor when possible, which is more cost-effective than the Vancouver-based labor that the provincial government formerly employed.<sup>75</sup>

The quality of service does not appear to have declined after the switch to private operation. Visitation has steadily increased. Contractors are required to supply patrons with comment forms that are sent directly to BC Parks. The patrons have also expressed their satisfaction with the condition of the parks. BC Parks administrators find the quality of the system satisfactory and mention the lack of flexibility in areas such as determining user fees as the only downside.<sup>76</sup>

According to Canadian parks specialist Sylvia LeRoy, other Canadian provinces such as Alberta, Ontario, and Newfoundland have also experienced success with similar measures. Alberta, for instance, encouraged private capital investments by extending operational leases from five to twenty years. With longer leases, contractors felt comfortable investing in long-term projects. Ontario increased its cost recovery on operating and capital spending by 35%. Newfoundland privatized 21 of its 34 parks, and private contractors have made capital improvements to increase revenues.<sup>77</sup>

**4.5 Georgia.** Georgia has experienced mixed success in its efforts toward privatization of parks and historic sites. The most successful ventures have been the contracting out of concessions at public pools and the operation of golf clubhouses. However, attempts to privatize the maintenance of golf courses and the operation of large conference lodges have failed. According to the parks bureau, private attempts to upgrade public facilities for use by a wealthier clientele failed due to lack of demand in what were primarily rural, poor areas of the state. The increase in user fees alienated the older, less wealthy clientele.<sup>78</sup>

On a more positive note, the state of Georgia outsourced the operation of Stone Mountain Park and large resort areas on Lake Lanier Islands.<sup>79</sup> Stone Mountain Park was leased to Silver Dollar City, a corporation that operates over 20 properties. The lease period is 50 years and is expected to raise \$1 billion for the state.<sup>80</sup> In 1997, the state leased out a Lake Lanier Islands resort area to KSL Recreation Group for 50 years in a deal worth \$340 million.<sup>81</sup> Before the privatization efforts at these parks, both were self-sustaining but failed to generate sufficient funding to finance their capital and maintenance needs.<sup>82</sup>

Finally, partnerships have also saved Georgia State Parks money. Georgia has a nonprofit group designed specifically to help the government provide quality services to the parks. This group, the Friends of Georgia State Parks and Historic Sites, raises money for specific projects and organizes volunteers to provide labor. Georgia also partners with private organizations, such as Georgia Power, which provides funding for projects and has donated large swaths of land to the bureau. Furthermore, certain private foundations

have earmarked large sums of money for specific projects that meet the requirements of their mission. For example, Georgia has partnered with the Coke Foundation and the Woodruff Foundation on projects to construct museums and other learning centers. Additionally, the Georgia Heritage Foundation built and operated a craft center at Tallulah Gorge State Park.<sup>83</sup> These efforts by Georgia State Parks illustrate creative public-private partnerships that have effectively involved the private and non-profit sectors in the improvement of the state's park system.

**4.6 South Dakota.** South Dakota manages a total of 12 different concession contracts with private entities. While the state has had contacts for the past 50 years, it first codified the rules for them in 1990 and revised them in 2005. (In 2005, the state eliminated the preferential right of renewal clause. Before the revision, contractors who were up for renewal could match the offers of competing contractors. The state felt that this practice discouraged other bidders from entering in competition.) The biggest lease, which allows a private company to use state land at Custer State Park to operate four large resorts, brings in \$600,000-\$650,000 to the parks system annually. Custer State Park, which grosses \$7-\$8 million annually, offers services such as cabin and lodge rooms, restaurants, gift shops, general stores, stables, boat rentals, bike rentals, and chuck wagon cookouts. State law requires the parks division to reinvest all of the lease money back into Custer State Park.

Other smaller leases allow private operation of beach shops, restaurants, lodging areas, cabins, and marinas. For these, the state mostly receives flat rental fees (franchise fees) in return for the right to operate on public land. In some cases, the state also receives a percentage of the contractor's revenue. Most contracts last 10 years. Park officials believe that a 10-year contract balances the need to allow the lessee a reasonable time to make a profit and the ability of the department to make any necessary contract or vendor changes. Although no formal study exists, state officials estimate that these smaller leases bring in approximately \$180,000 per year to the parks' general fund. South Dakota uses most of this extra money (as well as the money received from the Custer lease) to do needed repairs and maintenance. Al Nedbed, Program Specialist, reported a high quality of service provided by the private contractors and did not have any complaints concerning their privatization efforts. Importantly, they have made sure to periodically review the rules pertaining to their contractors to assure that the contractors comply with contemporary business and park standards.<sup>84</sup>

**4.7 Vermont.** The state of Vermont participates in franchise delegation by leasing public land to private ski companies. Leases "involve the transfer of some rights involving a property over very long terms" and must be approved by the Legislature.<sup>85</sup> Private-sector involvement of this type is not a recent development in Vermont: Stowe Mountain was first leased out in 1946; Jay, Killington, and Burke Mountains followed in the 1960s. Currently, the state receives approximately \$2.5 million dollars annually from seven ski leases. The ski companies pay the state 5 percent of gross receipts from all lifts on state land; 2.5 percent of gross receipts from restaurants, sport shops and warming shelters constructed by the lessee; and 3 percent of gross receipts from the sale of food, beverages, souvenirs, and the sale, rent or repair of sporting equipment by the lessee in



buildings owned by the state. (Only Stowe, Killington, and Jay have base lodges owned by the state.) The typical lease is contracted for 50 years.

Importantly, the state of Vermont is active in the affairs of the private ski companies in order to ensure that they do not encroach on the mission of the state park system. Although parks officials find it difficult to balance the mission and the desire to make money, they have a cordial working relationship with the ski companies. Each year, the state reviews the management and development plan submitted by the ski companies. When conflicts or issues arise, parks officials may visit the site, meet with industry representatives, or veto development plans in extreme cases.<sup>86</sup>

**4.8 Summary.** Although these case studies do not offer a unique formula for success, we can draw some conclusions from the analysis:

- In terms of outsourcing operations and maintenance at public campgrounds, we have found that other states have generally experienced success. The private sector has successfully lowered expenses in certain cases, but it has failed in situations in which it has attempted to increase revenues from user fees.
- Privatizing bigger “resort” areas has succeeded in raising revenue.
- Leasing out the operations of concessions—especially food concessions—has generally succeeded.
- Partnerships with foundations, friends groups, and non-profits help raise revenues, reduce labor costs, and increase capital investment.

## **5. CONCLUSION**

Delegation – use of the private sector to provide a service – can take various forms, but the primary goal is almost always to optimize service quality and efficiency (decreasing cost) by introducing competition among the various possible service providers. Additional benefits may include: the ability to decouple the provision of a service from its production; the increased ability of parks administrators to focus on core agency functions; the opportunity to inject private expertise and/or capital into a public project. Concerns about privatization include: the possibility that increasing commercialization will threaten the parks mission; the few relevant models from other state parks; the potential fallout from loss of agency control, indirect transaction costs, and/or management failures. Delegation may generally be preferable when a function is not “inherently governmental,” but certain circumstances have a greater probability of success than others. In New Hampshire, two areas that may benefit from private delegation are retail and custodial operations. The cooperating association model

exemplified by the National Parks Service-Eastern National relationship is notable as an example of delegation to a non-profit corporation. Finally, privatization efforts in other parks systems provide examples of both successes and failures. The case studies should simultaneously warn against poorly planned endeavors and promote interest in the potential roles for the private sector in New Hampshire state parks.

**Disclaimer:** All material presented in this report represents the work of the individuals in the Policy Research Shop and does not represent the official views or policies of Dartmouth College.

<sup>1</sup> Ney C. Landrum “Entrepreneurism in America’s State Parks” The George Wright Forum, Vol. 22. Number 2 (2005) pg. 26. Accessible at: <http://www.georgewright.org/222landrum.pdf>.

<sup>2</sup> Ney C. Landrum “Entrepreneurism in America’s State Parks” The George Wright Forum, Vol. 22. Number 2 (2005). Accessible at: <http://www.georgewright.org/222landrum.pdf>; Financing Local Parks, 2, Outsourcing: The Trust for Public Land; Accessible at: [http://www.tpl.org/tier3\\_cdl.cfm?content\\_item\\_id=1117&folder\\_id=826](http://www.tpl.org/tier3_cdl.cfm?content_item_id=1117&folder_id=826).

<sup>3</sup> More, Thomas A. “From Public to Private: Five Concepts of Park Management and Their Consequences” The George Wright Forum, Vol. 22. Number 2 (2005) pg. 12. Accessible at: <http://www.georgewright.org/222more.pdf>.

<sup>4</sup> Savas, E.S. “Privatization and Public-Private Partnerships” Adapted from E.S. Savas, *Privatization in the City: Successes, Failures, Lessons* (Washington, DC: CQ Press, 2005), chapter 1. Accessible at: [http://www.cesmadrid.es/documentos/Sem200601\\_MD02\\_IN.pdf](http://www.cesmadrid.es/documentos/Sem200601_MD02_IN.pdf)

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<sup>8</sup> McLean, Daniel D., A. Hurd, D. “Strategic Influence Scanning: A Decade of Trends in the State Parks” State parks Research Report 00-2. Accessible at: <http://isu1.indstate.edu/naspd/research/spr/rr00-2.pdf>; See also: More, Thomas A. “From Public to Private: Five Concepts of Park Management and Their Consequences” The George Wright Forum, Vol. 22. Number 2 (2005) pg. 12. Accessible at: <http://www.georgewright.org/222more.pdf>.

<sup>9</sup> Brewton, Charles H. *A National Survey Assessing the Success of Privatization Policies in State Park Agencies*. Dissertation. Tennessee State University. May 2001, p. 65-6.

<sup>10</sup> Hanson, Jeff. “Privatization Opportunities for Washington State Parks” Washington Policy Center, January 2000. Accessible at: <http://www.washingtonpolicy.org/ConOutPrivatization/PBHansonCOStateParksPrivatize.html>

<sup>11</sup> Crompton, John L. “Forces Underlying the Emergence of Privatization in Parks and Recreation” *Journal of Parks and Recreation Administration*, Vol. 16. Number 2 (1998) pg. 88.

<sup>12</sup> Segal, Geoffrey F. “Competitive Sourcing in Our National Parks” The George Wright Forum, Vol. 22. Number 2 (2005) pg. 43. Accessible at: <http://www.georgewright.org/222segal.pdf>.

<sup>13</sup> Crompton, John L. “Forces Underlying the Emergence of Privatization in Parks and Recreation” *Journal of Parks and Recreation Administration*, Vol. 16. Number 2 (1998) pg. 88.

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- <sup>70</sup> Personal Communication with George Ward, March 01, 2006.
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Appendix K

**PUBLIC COMMENTS ON THE STATE PARK STUDY COMMISSION DRAFT REPORT**

#	Support	Oppose	Neither	Not addressed	Hampton	Issue 1	Issue 2	Issue 3	Notes
1				x	x	Hampton facilities			
2		x				Oversight committees	Revenue performance	Partnerships not solution	
3			x		x	Leasing	Capital Improvement plan	Hampton bond	Other comments
4				x		Horse trails			
5	x			x		Historic sites			
6				x		Create "planet walk"			
7	x					Park fund	Historic sites funding	Bond funding	Other comments
8	x					Funding	Privatization	Special park designation	
9	x					Privatization	Mtn bike trails	Fees	Other comments
10	x				x	Hampton bond	Historic sites bureau		
11				x		Competitive events			
12	x					User fees	Non-motorized trails fund		
13			x			Funding	Privatization	Committee representation	
14		x				User fees	Berlin park		
15				x		Horse trails			
16				x	x	Hampton ideas			
17		x				Privatization	Fee-free zones		
18	x					Historic sites bureau	Historic sites funding		
19			x		x	Historic sites funding	Hampton bond		
20	x					Privatization	Friends of Parks	Funding	
21				x		Horse trails			
22			x			Historic sites	Special events		
23	x					Historic sites bureau	Fund-raising		
24	x					Historic sites	Div Historical Resources		
25	x					Advisory committee	Geological resources		
26	x					Historic sites funding			
27	x					state park mission	publish subcommittee report	capital improvement plan	
28	x					profit & loss evaluation	capital improvement plan		
29	x					keep open spaces	preserve and fund		
30				x		horse trails			
31		x				oppose leasing	oppose cabins @ Crawford	parks should be generally funded	
32	x					mission of park sys	long-term capital plan	funding issues	equestrian
33	x					supports user fees	volunteer coordination	more back country	
34				x					PSNH-Berlin
35	x					bureau of historic sites			
36				x					moratorium on logging
37	x					invest in state parks	advisory committee	supports leases and concessions	
38	x					bureau of historic sites	funding for staff & maint.		
39		x				leasing	capital improvements needed		equestrian

Appendix K

**PUBLIC COMMENTS ON THE STATE PARK STUDY COMMISSION DRAFT REPORT**

#	Support	Oppose	Neither	Not addressed	Hampton	Issue 1	Issue 2	Issue 3	Notes
40			x		x	support invest in Hampton			
41		x				leasing	need capital improve		equestrian
42	x					bureau of historic sites	Cultural Res Manage	planned capital improv	
43				x	x				
44				x	x				
45				x	x				
46				x					Jericho/Moose Brook
47	x					supports fees			equestrian
48			x			vital to tourism	general fund parks		good effort
49				x		urban sprawl			equestrian
50				x					equestrian
51					x				
52				x		invest in state parks	oppose privatizing		
53	x					review park status & plans	bureau of historic sites	alt funding to support state park fund	
54	x					advisory council	friends groups		
55	x					public/private partnerships			
56				x		Energy efficiency	Privatization v. Partnerships	Education	
57		x				Privatization	Knowledge of park system	Fees	
58	x					Maintenance	Temple Mountain	Funding	
59	x					Leasing			
<b>59</b>	<b>27</b>	<b>7</b>	<b>6</b>	<b>19</b>	<b>10</b>				

Notes: Support means the commentor generally supported the SB5 draft report.

Oppose means the commentor generally opposed the SB5 draft report.

Neither means the commentor had no definitive opinion on the report, but provided comments on aspects of the report.

Not addressed means the commentor did not address the report, but provided comments regarding the state park system.

Hampton means the commentor provided comments specific to the Hampton area.

*As of 10/18/06.*