



NEW HAMPSHIRE
STATE PARKS

New Hampshire Division of Parks and Recreation Ten-Year Strategic Development and Capital Improvement Plan

January 2010

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DIRECTOR'S MESSAGE

The goal of this plan is to allow the New Hampshire State Park System to flourish, and to develop a system worthy of the spectacular parks in the great State of New Hampshire. New Hampshire needs a State Park System that is vibrant and responsive, and that has the ability to experiment and innovate.

The support and dedication of the State Park System Advisory Council (SPSAC) and the Parks team have been integral to the creation of this plan. They have guided us through this process with their insights and considerable knowledge of the State and our park system.

We must insure that the State Park System shows excellence comparable to the resources it is charged with caring for. The process presented in this plan when combined with annual Division operating plans will:

- Provide a clearer understanding of needed improvements to the financial underpinnings of parks operations and accounting;
- Channel meaningful volunteer resources to support parks in new ways;
- Provide for a clear understanding of and modifications, if needed, to the legislative directives controlling parks; and
- Allow for a meaningful renaissance of parks.

The plan addresses the overall Division of Parks and Recreation and its four function areas: Parks Bureau, Bureau of Trails, Bureau of Historic Sites, and Ski Operations. However, the emphasis is on the State Park System as a whole. This plan makes its case by highlighting the most compelling issues. The appendices contain further information in support of its observations and recommendations. This plan seeks to highlight strengths, weaknesses, trends, and subsequent opportunities for the entire park system, for today and for tomorrow. It outlines a strategy for making an inventory of individual parks so that we can understand the investments necessary to insure adequate stewardship required of the public trust that parks represent. The plan will allow parks to be relevant to existing and new users, focused in function and appearance, and responsive to evolving needs for recreation activities. Action items in subsequent annual operating plans will provide further details, including some specific to individual parks.

In 2007, the legislature called for this ten-year plan and also established the Bureau of Historic Sites and the State Park System Advisory Council. That legislation also required a financial and performance audit, which has been completed.

There has been significant progress in the past several years, including the first capital allocations in four decades, but continued improvements are necessary. This plan has three facets: it addresses funding, operations management, and legislation. None of these alone can adequately respond to the needs faced by the system. We anticipate increased revenue through improved operations management, but believe that the increase will not be sufficient to offset the cost of necessary repairs to the parks. That is why this plan recommends that the legislature reconsider the self-funding model placed on State Parks.

As a catalyst for change and the beginnings of progress, our immediate recommendations are:

- To acknowledge that the Division must be managed and operated better. We are working to improve it. The parks culture must change to one of accepting responsibility, of tracking results, of establishing baselines for measurement and comparison of results, and for benchmarking performance.
- To address the Division's chronic loss-carry-forward debt. The 1991 self-funding model put the Division in debt in its first year, and we have rarely climbed out of debt. Because first dollars "earned" from income each year go to offset the carry-forward loss, this has become a self-perpetuating cycle. As of the end of FY 2009, our debt is \$1.9 million. We propose a one-time erasure of the debt so the Division can make a fresh start.
- The Division requires more money than it currently generates from park user fees and other income sources to manage the State Park System better. The projected deficit for FY 2009 is \$269,250. We can achieve some of this amount through more efficient operations via the new park groupings and management proposed in this plan. We can achieve other savings through more efficient use of the many park "friends groups," affiliates, and host communities. However, we hope that policy makers will consider providing an annual General Fund allocation to compliment our uniquely self-funded State Park Fund. That allocation would cover indirect and non-variable costs.

- To allocate a one-time, non-capital expense item of \$750,000 to replace long overdue rolling stock and light-duty equipment, ranging from vehicles which will no longer pass state inspection to lawn mowers, chainsaws, and brush cutters, etc., all of which are required of the task to responsibly maintain parks.
- To take responsibility for what we can do and to do it well, we will create and follow a 2010 annual operating plan that will lead to immediate improvements in management and operations, including marketing. Annual operating plans will be created each year thereafter.

The implementation of these steps and this plan will increase the value of our State Park System to New Hampshire residents and visitors. Along with the parks staff, I look forward to seeing you in our improving parks!



Ted Austin, Director
Division of Parks and Recreation



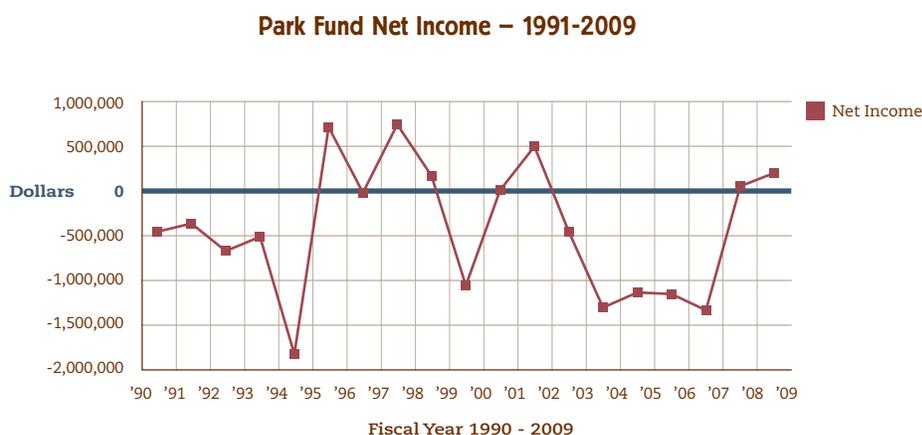
Pawtuckaway State Park

EXECUTIVE SUMMARY

In 2007, the General Court directed the Division of Parks and Recreation to create this ten-year strategic development and capital improvement plan.

The New Hampshire State Parks are a treasured resource with a compelling and appropriate legislative purpose. The State Park System is statutorily obligated to provide stewardship for all of the park properties in its care. This strategic plan provides a structure for improving the management of New Hampshire's State Parks. However, in order to ensure long-term sustainability of New Hampshire State Parks, the Division recommends that the legislature reconsider the self-funding model that has been in place since 1991. New Hampshire State Parks is the only system in the nation that is self-funded.

FIGURE 1



The Division of Parks and Recreation is the steward of 92 properties that represent some of New Hampshire's most outstanding natural, historical, and recreational resources. Parks are visited by six million people per year and are beloved by the citizens of the state. Parks and their users contribute an estimated \$545 million to New Hampshire's economy every year, through spending and tax revenue.

There is much to be proud of in the State Park System, but there are also many challenges. In particular, the reliance on self-funding has made it difficult to accomplish many basic repair and maintenance tasks, and provide adequate staffing levels.

As required by the legislature, the plan documents the following financial needs:

- \$750,000 in non-capital needs to replace worn-out equipment, needed for the next operating season;
- \$1.7 million for immediate stabilization of facilities, needed in the next three years;
- \$28.5 million to attend to deferred maintenance needs, needed in the next five years; and
- \$71 million to replace and redevelop needed facilities, needed during the ten years covered by this plan.

Recreational demand will change and increase in coming years. The plan outlines goals and strategies for meeting these changing needs. These goals are Stewardship, Funding, Statutory Framework/Legislation, Management and Operations, and Marketing/Programming and Products.

The Division proposes a new management culture by creating three groupings of parks so that parks with similar attributes and operating philosophies can be managed in similar ways. The park groupings proposed are Enterprise Parks, Classic Parks, and Natural Parks. Management for each park grouping will emphasize the strengths by park types. Management groups are not hierarchical. Each type is valued and all parks must be managed to meet the statutory obligations of stewardship, regardless of its ability to generate income.



Franklin Pierce Homestead

BACKGROUND

In 2005, the General Court established a Commission to study the State Park System. Its charge was to:

- Review the mission of the State Park System as outlined in RSA 216-A:1;
- Review the continued efficacy of self-funding of the State Park System;
- Evaluate the leasing of State Parks and property for private commercial gain; and
- Develop the framework of a long-term Capital Improvement Plan (CIP) for the Park System.

The Study Commission completed its report in November 2006 (Appendix 1, Senate Bill 5 Legislation & Report). In 2007, the legislature responded to the Commission's report by approving a \$6 million capital request from the Governor to begin to catch up on a backlog of deferred maintenance and improvement projects throughout the State Park System. This was the first system-wide capital investment in four decades. The Governor and the legislature committed to an additional capital investment of \$19,832,000 in the New Hampshire State Parks in 2009.

The legislature also codified several other of the Commission's recommendations in Senate Bill 74 (Appendix 2, Senate Bill 74), which:

- Called for an audit of the Division of Parks and Recreation by the Legislative Budget Assistant, completed in 2008 (Appendix 3, Audit Report & Response);
- Established the Bureau of Historic Sites, established in 2008; and
- Established the State Park System Advisory Council, meeting monthly since fall 2007.

Senate Bill 74 further required the Division of Parks and Recreation to undertake this comprehensive Ten-Year Development Plan. The specific requirements for the Ten-Year Development Plan are detailed in RSA 216-A:3-c (Appendix 4, RSA 216-A:3-c).

This plan was developed in 2008 through 2009 by the Division of Parks and Recreation and a planning consultant, with guidance by the State Park System Advisory Council and extensive public input. (Appendix 5, July 2008 Public Outreach Sessions Summary; Appendix 6, April 2009 Stakeholder Sessions; Appendix 7, June 2009 Public Response Summary; and Appendix 8, 2009 Public Sessions and Comments.)

This document contains the requested Strategic Plan for the Division and a Capital Improvement Plan for the facilities the Division manages. It identifies issues, needs, and opportunities within the State Park System. It provides direction and a clearer vision of what the Division needs to accomplish in the next ten years and beyond. It outlines a way to manage parks proactively, building upon the strengths in the system, working efficiently with the many partners, and better utilizing the dedicated and talented staff, all of whom have performed exceptionally under difficult circumstances.

The plan provides a framework for future decision-making and priority-setting, but also offers flexibility for the Division to adjust to unexpected issues that will inevitably occur over the coming years. This long-term system-wide plan is not meant to offer a specific development plan for each individual site; rather, it provides overall direction and guidance for management decisions and a strategy to identify priority maintenance and capital improvement needs for the FY 2009-2019 period. Annual operating plans will direct available resources in the most effective and efficient way, and explore more efficient management options for individual park system elements.

STATE PARK SYSTEM ADVISORY COUNCIL FINDINGS

(Adopted July 2009)

STATE PARK SYSTEM ADVISORY COUNCIL FINDINGS



The State Park System Advisory Council has worked closely with the Director and Division staff to provide advice and counsel during the development of this ten-year plan for the State Park System. We find the following:

A Treasured Resource - New Hampshire's State Park System is an irreplaceable asset that protects and enhances the state's natural character, preserves precious historic resources, and provides a range of leisure, recreational, and educational opportunities for residents and visitors of all incomes and abilities. It also provides local and statewide economic benefit as a driver of tourism and related economic opportunities.

Legislative Purpose - In 1961 and 1985, the legislature clearly and appropriately defined the purposes of the State Park System codified as RSA 216-A:1. They are, in order of priority:

- To protect and preserve unusual scenic, scientific, historical, recreational, and natural areas within the state;
- 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;
- To make these areas accessible to the public for recreational, education, scientific, and other uses consistent with their protection and preservation; and
- To encourage and support tourism and related economic activity within the state.

The State Park System Advisory Council affirms this legislative charge as the primary guiding principle for the state parks and for the Ten-Year Strategic Development Plan.

Stewardship - The State of New Hampshire is responsible for the stewardship and maintenance of every park and historic site in the system regardless of the ability of the property to generate revenue. These are assets held in the public trust that must be safeguarded for future generations.

Self Funding - In 1991, the legislature adopted a “self-funding” model for park operations that is fundamentally incompatible with its own clearly stated purposes (under Legislative Purpose listed above) and the State’s core stewardship responsibility (RSA 216-A:1,I). The funding model has been interpreted to rely solely on annual profits from park and ski operations to support operations of the entire Division of Parks and Recreation. No other State Park System in the United States attempts to fund operations only through revenue. Consequently, sufficient funding to support the park system through this fund has been achieved only infrequently in the years since 1991. The



White Lake State Park

result is a structural deficit that has produced serious challenges to the State Park System. We recommend the legislature consider supplementing the system with new funding models.

Statutory Framework / Legislation - Since 1961, additional statutes have been enacted that over time and in combination have become cumbersome, if not contradictory. Future success of the park system may rely on addressing, clarifying and potentially modifying the statutory framework within which the division operates.

Park Management and Information - The Division of Parks and Recreation has not taken sufficient advantage of innovation and partnerships to increase the quality of stewardship, to be more efficient and effective, to learn what needs to be known about current and future park use and recreation trends, and, in some cases, to generate more net income from certain facilities and programs. In short, the system needs both more money and a new approach to management. Neither one alone will resolve the challenges outlined in this plan.

Strategic Plan - The State Park System Advisory Council believes that the information, goals and strategies outlined in this Ten-Year Strategic Development Plan provide a blueprint for a healthy and vibrant park system that can serve coming generations of residents and visitors. Fulfilling the vision and goals in the plan will require:

- Significant investment of capital funds and development of new operational funding models;
- Unprecedented collaboration between the Legislature, Division of Parks and Recreation, other Divisions of the Department of Resources and Economic Development, and stakeholders;
- More effective and formal collaboration between the Division of Parks and Recreation and the numerous nonprofit and community groups that provide immense benefit to the parks through volunteer labor and other activities;
- Creation and implementation of annual operating plans by the Division of Parks and Recreation to include more aggressive marketing;
- Review, recodification, and modification of the body of statutes that guide the Division of Parks and Recreation; and
- Monitoring and guidance from the State Park System Advisory Council.



Milan Hill State Park



The State Park System Today

WHAT IS KNOWN ABOUT NEW HAMPSHIRE STATE PARKS TODAY

New Hampshire State Parks Today	
	19 Campgrounds
	38 Day Use Parks
	16 Historic Sites
	6 Natural Areas
	7 Waysides
	22 State Beaches on Fresh and Salt water
	17 Recreational Trails
	2 Ski Areas
	606 Buildings
	1,500 Metered Parking Spaces
	1,900 Picnic Tables
	1,300 Campsites
	35 Staffed Toll Booths
	20 Retail Operations
	7,000 Miles Snowmobile Trails
	1,000 Miles ATV Trails

PARK SIZE, TYPE, DISTRIBUTION

The Division of Parks and Recreation and its bureaus are the guardians of approximately 12,000 acres of land.¹ Park lands comprise only a tenth of a percent of the land in the state, but represent some of the most outstanding resources.

The Division’s holdings are in 92 properties that include the characteristics listed in the chart to the left. In addition, the Division oversees two ski areas and 606 buildings, including, such icons as the visitor center atop Mount Washington and the pavilion at Hampton Beach, and less well-known elements such as the new yurts at Milan Hill State. The buildings range in age from the colonial-era, to those constructed in the 1930s, to others constructed in 2009. Their size ranges from modest 4’x4’ pit toilets to modern visitors centers.

To care for all of these resources, the Division employs about 380 employees: 30 full-time employees (eight at headquarters in Concord and 22 at sites in the regions) and 350 seasonal (one at headquarters and the rest in the field). Labor costs represent 78% of total park expenses.

¹ The Division of Parks and Recreation is one of four divisions of the New Hampshire Department of Resources and Economic Development. The Division of Forests and Lands, another division of DRED, is responsible for the management of about 384,000 acres of state forests and related holdings. Other State agencies have management responsibilities for other State-controlled lands.

The Division's holdings range from tiny Endicott Rock on a tenth of an acre in Laconia, to expansive 1,748-acre Franconia Notch State Park. Their elevations range from sea level at the coastal beaches to the highest summit in the entire Northeast, Mount Washington at 6,288 feet. The parks represent a wide array of plant communities: from the pointed firs of the northern forests to the rhododendrons of the southern hardwoods, from salty tidal pools to cool clear flowing trout streams, and from grassy meadows to rocky hilltops. The wildlife found in the parks represents nearly all of the species found in the state, from coyotes and bobcats to squirrels and robins. Mount Monadnock is popularly believed to be the third most visited mountain in the world, after Japan's Mount Fuji and Mount Tai in China.

There are 7,000 miles of snow-machine trails, 270 miles of rail trails, and 4,000+ miles of hiking trails. (By comparison, the State highway department maintains 4,814 miles of highway.)

Of the 16 sites managed by the new Bureau of Historic Sites, the oldest historic building is the Wentworth-Coolidge Mansion which was built before 1725; the "youngest" is the Weeks Estate which was constructed in 1913. There are many additional resources of historic importance located in other properties of the State Park System.

The following maps on the following pages show the location of properties managed by the Division of Parks and Recreation by management regions.

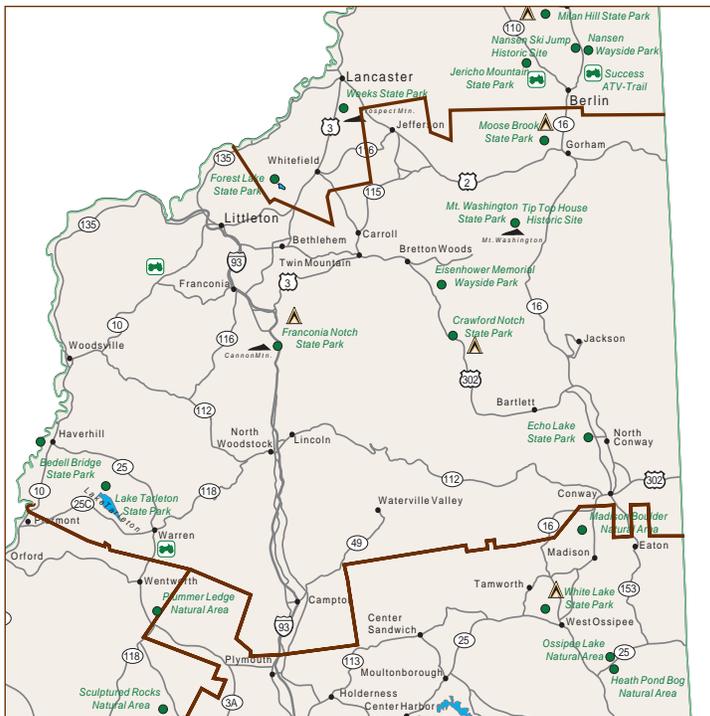


Umbagog Lake State Park



GREAT NORTH WOODS

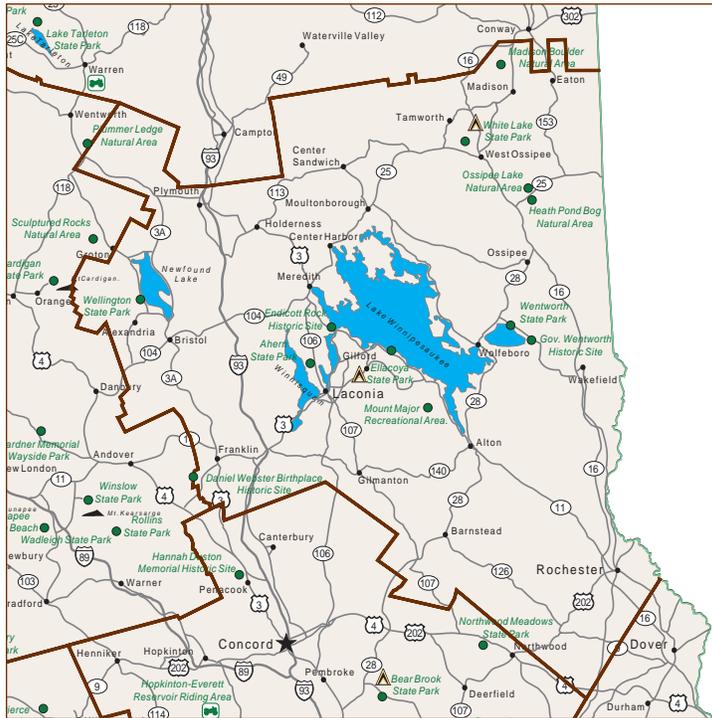
- Androscoogin Wayside at Mollidgewock State Park
- Beaver Brook Falls Wayside
- Colebrook Beecher Falls Branch
- Coleman State Park
- Connecticut Lake Headwaters Working Forest
- Deer Mountain Campground in Connecticut Lakes State Forest
- Dixville Notch State Park
- Jericho Mountain State Park
- John Wingate Weeks Historic Site at Weeks State Park
- Lake Francis State Park
- Milan Hill State Park
- Mollidgewock State Park
- Nansen Ski Jump Historic Site
- Nansen Wayside
- Umbagog Lake State Park
- Weeks State Park



WHITE MOUNTAINS

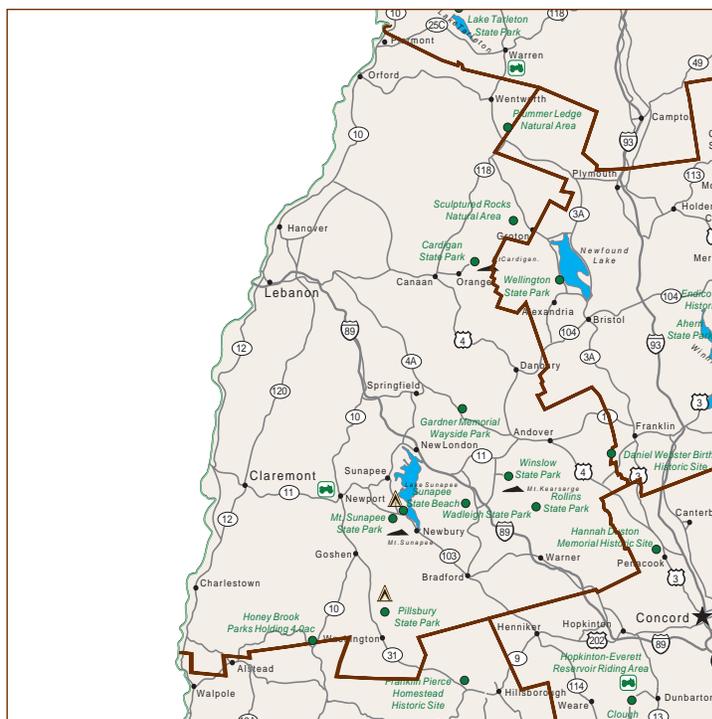
- Ammonoosuc Rail Trail
- Bedell Bridge Historic Site
- Crawford Notch State Park
- Echo Lake State Park
- Eisenhower Memorial Wayside
- Forest Lake State Park
- Franconia Notch State Park
- Lake Tarleton State Park
- Moose Brook State Park
- Mount Washington State Park
- Presidential Rail Trail
- Profile Branch Rail Trail
- Warren Rail Trail





LAKES REGION

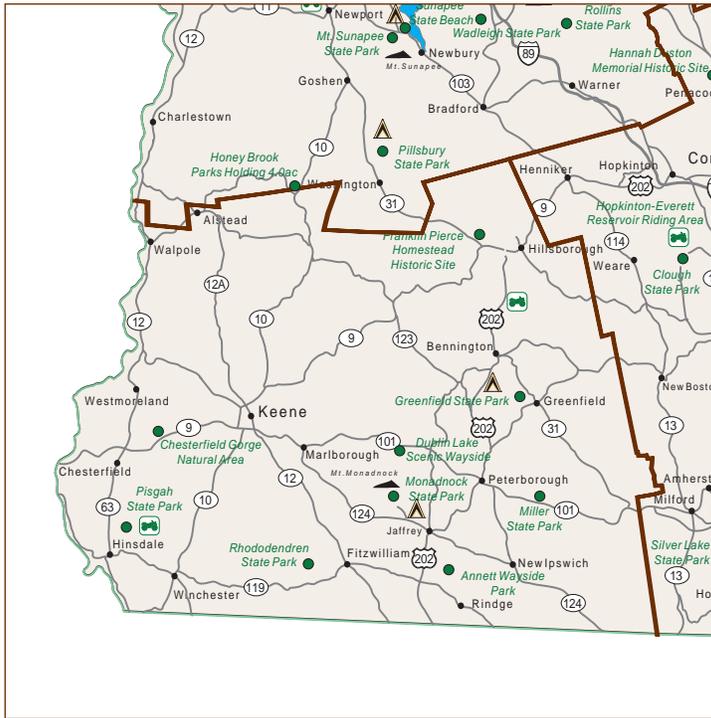
- Ahern State Park
- Cardigan State Park
- Daniel Webster Birthplace Historic Site
- Ellacoya State Park
- Endicott Rock Natural Area
- Farmington Rail Trail
- Foster & Colburn State Forest
- Governor Wentworth Historic Site
- Heath Pond Bog Natural Area
- Madison Boulder Natural Area
- Mount Major State Forest
- Ossipee Lake Natural Area
- Plummer's Ledge Natural Area
- Wellington State Park
- Wentworth Beach State Park
- White Lake State Park
- Wolfeboro Branch Rail Trail



DARTMOUTH/LAKE SUNAPEE

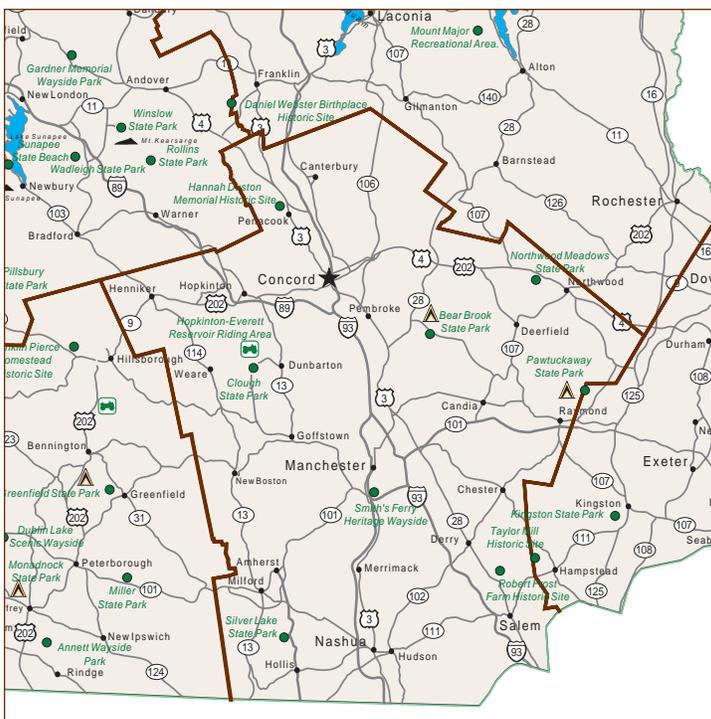
- Garner Memorial Wayside
- Mt. Sunapee State Park
- Pillsbury State Park
- Rollins State Park
- Sculptured Rocks Natural Area
- Sugar River Rail Trail
- Wadleigh State Park
- Winslow State Park





MONADNOCK REGION

- Annett Wayside
- Ashuelot Rail Trail
- Cheshire Rail Trail
- Chesterfield Gorge State Park
- Dublin Lake Scenic Wayside
- Franklin Pierce Homestead Historic Site
- Fort Hill Branch Rail Trail
- Greenfield State Park
- Greenville Branch Rail Trail
- Hillsboro Branch Rail Trail
- Honey Brook State Forest
- Miller State Park
- Monadnock Branch Rail Trail
- Monadnock State Park
- Pisgah State Park
- Rhododendron State Park



MERRIMACK VALLEY

- Bear Brook State Park
- Clough State Park
- Hannah Duston Historic Site
- Northern Rail Trail
- Northwood Meadows State Park
- Pawtuckaway State Park
- Portsmouth Branch Rockingham Recreational Rail Trail
- Robert Frost Farm Historic Site
- Silver Lake State Park
- Smith's Ferry Heritage Wayside
- Taylor Mill Historic Site



The State Parks System Today

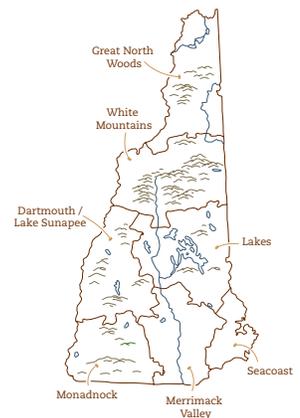


Echo Lake State Park



SEACOAST REGION

- Fort Constitution Historic Site
- Fort Stark Historic Site
- Fremont Branch Rockingham Recreational Rail Trail
- Hampton Beach State Park
- Jenness State Beach
- Kingston State Park
- North Beach
- North Hampton Beach
- Odiorne Point State Park
- Rye Harbor State Park
- Wallis Sands State Park
- Wentworth-Coolidge Mansion Historic Site
- White Island Historic Site



The State Parks Profile and Attributes table that follows the text of this plan is an extensive catalog that provides a comprehensive view of many of the attributes of the parks. Information for the table continues to be assembled and refined.

The map to the right summarizes the historical visitation of parks by region.

The following chart shows year-to-year fluctuations in park visitation numbers for 2006 – 2009 for several of the most heavily visited parks for which admission is charged. The greatest visitation takes place at two areas within Franconia Notch State Park, Cannon Mountain and the Flume, within the White Mountains region.

State Park Use by Region (2008)² (% Use)

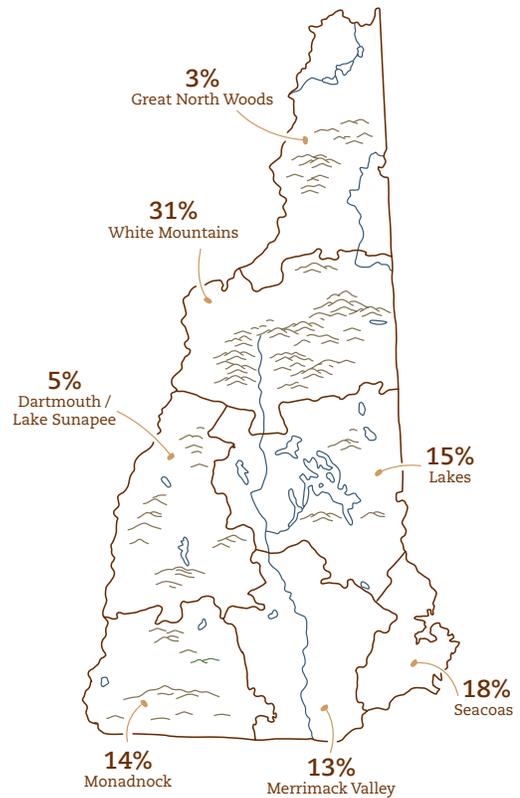
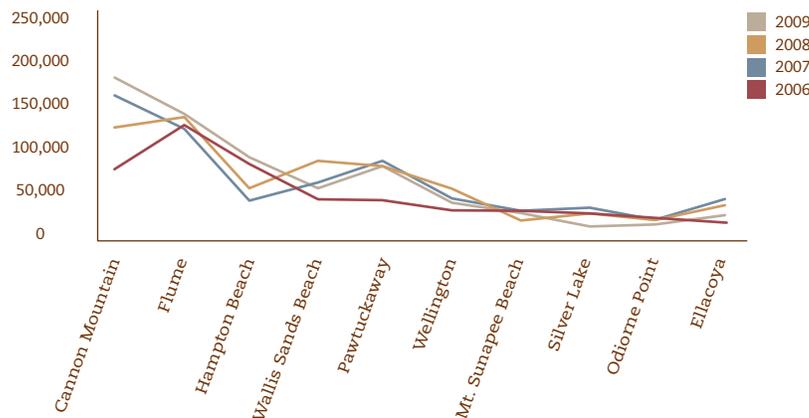


FIGURE 2

Annual Visits to Selected Parks, 2006-2009



² Data throughout the plan is from the Division of Parks and Recreation, unless otherwise noted.

PARK USERS

There are about eight million people in the primary market area for New Hampshire State Parks. Total park usage is roughly estimated at about six million visitors per year. Many parks and sections of parks do not have gates, fees or user counts taking place.¹ The number of visitors varies from year to year, in part related to weather, but has generally trended upward for many decades.

The tables and figures that follow provide a glimpse of park users. Some highlights: Over half come from New Hampshire and nearly a quarter from Massachusetts; they are well educated, largely middle-aged, with annual incomes over \$50,000. Data indicate a majority of paid visitation to New Hampshire State Parks comes from New Hampshire residents.²

Table 2 - State of Residence of State Park Users 2006³

State	Percent Usage (%)
New Hampshire	56
Massachusetts	22
Maine	4
Rhode Island	3
New York	3
Connecticut	3
Vermont	2
New Jersey	1
Pennsylvania	1
Other	4

New Hampshire residents visit parks both in and out of the state. Over 90% have been to one or more national, state, or municipal parks in the past three years and more than 80% have been to a New Hampshire state park in the same timeframe. In a single year, nearly three-quarters of us have visited a New Hampshire state park, with some people making many visits per year.⁴ However, less than 40% of New Hampshire campers camp in New Hampshire state parks.⁵

¹ One of the major issues for the parks is the lack of consistent and comparable visitor information from park to park and year to year. Only a third of the properties formally collect user information, typically in the form of receipts from entry fees. The other properties are largely unstaffed and have no system in place to collect information about use.
² RKM Research and Communications, 2009 New Hampshire Parks Survey, Appendix 9, Page 4.
³ NorthMark Group, Park User Survey, 2006. Represents 470 visitors surveyed in one week in August 2006, Appendix 9.
⁴ RKM, Op. cit.
⁵ RKM, Op. cit.

Table 3 - Characteristics of New Hampshire State Park Visitors, 2009⁶

	Frequent Users* (%)	Moderate Users** (%)	Campers*** (%)
Gender			
Male	45	43	48
Female	55	57	52
Age			
<35	12	8	13
35-44	25	16	29
45-54	32	33	34
55-64	20	31	16
65-74	12	12	8
Education			
High school or less	14	24	26
Post Secondary	25	24	27
College	31	28	29
Graduate/Prof	28	23	17
Income			
Below \$50K	17	18	17
Above \$50K	83	82	83
Children in Home	45	37	52

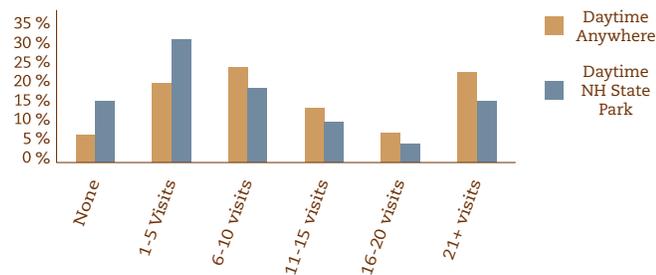
* Frequent users visited a NEW HAMPSHIRE state park 5 or more times in past 12 months.

** Moderate users visited a NEW HAMPSHIRE state park at least once in the past 3 years but less than 3 times in past 12 months.

*** Campers camped overnight in a NEW HAMPSHIRE state park in last 3 years.

FIGURE 3

Daytime Visits to Parks by New Hampshire Residents 2007-2009



⁶ RKM, Op. cit.

FIGURE 4

Number of Visits to New Hampshire State Parks in Last 12 Months

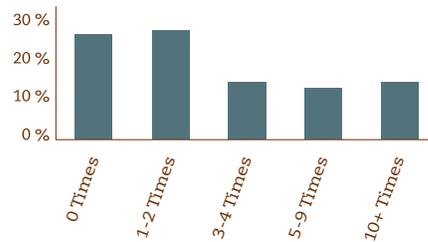
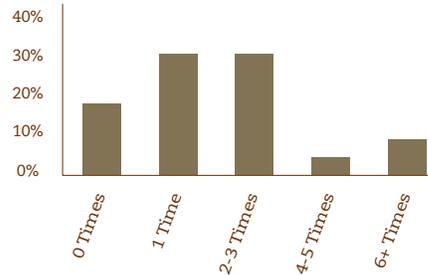


FIGURE 5

Frequency of Overnight Camping in New Hampshire State Parks in the Past 12 Months By People Who Camp



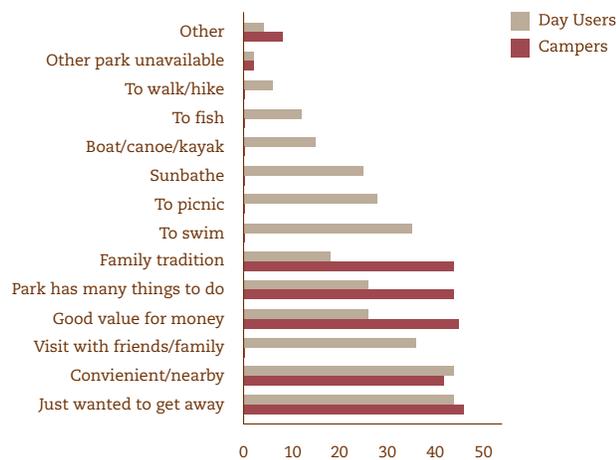
Visitors come to parks for many reasons. The primary reasons for both day-use and overnight camping are: just to get away (43% day, 45% camping), the park is convenient/nearby (43% day, 41% camping), spending time with family and friends (37% day), family tradition (19% day, 43% camping) and because the park has many things to do (27% day, 43% camping).⁷

⁷ RKM, Op. cit.

Most park users prefer that parks focus on providing traditional outdoor recreation activities, with 71% of users feeling that “the state parks should be reserved for traditional activities” (e.g., hiking, picnicking, fishing, swimming, and other types of leisure).” However, 23% are ready to try something new, thinking that “the state parks should include other value-added, higher-skill activities” (e.g., exercise programs, rock climbing, mountain biking, and other types of activities).⁸

FIGURE 6

Primary Reason for Most Recent Visit to a New Hampshire State Park



New Hampshire residents tend to visit a park close to home while out-of-state visitors tend to visit destination facilities, suggesting that the State Park System serves two roles (with some overlap): As a convenient recreation opportunity for state residents and as an attraction destination opportunity for out-of-state visitors.⁹

Of the eight million people in the primary market area for New Hampshire State Parks, 1.25 million of them speak a language other than English at home and one million of these potential park visitors have a disability which may require non-traditional access to participate in park activities.¹⁰

⁸ RKM, Op. cit.

⁹ Regional Demographics (Applied Economic Research), Appendix 11

¹⁰ Ibid

Prices for day-use and overnight camping in New Hampshire State Parks are roughly compatible with state campgrounds in nearby states and slightly below private in-state campgrounds.

Some categories of users, including state residents over age 65, legislators and certain active National Guardsmen are granted free admission while others enter at discounted prices. For Fiscal Year 2009, the Division provided over 214,000 users free or discounted admission, passes, and camping valued at over \$568,000.

Table 4 - Average Pricing Comparison - User Fees

Location	Camping				Day - Use Fee		Historic Sites	
	Standard Site Fee	Hookup Site Fee	Extra Adults	Extra Children	Adult	Child	Adult	Child
New Hampshire State Parks	\$25	\$30	\$10	\$5	\$4	\$2	\$7*	\$3*
NH Private Campgrounds	\$28	\$35	\$8.45	\$4.23				
White Mountain National Forest	\$17				\$0	\$0		
Maine State Parks	\$24	\$37			\$4	\$1	\$7	\$3
Vermont State Parks	\$18		\$6	\$6	\$3	\$2	\$5	14 & under free
Massachusetts State Parks	\$13	\$18			\$4.45		\$5	\$1
Connecticut State Parks**	\$32	\$46			\$16/vehicle		\$8	\$5
Rhode Island State Parks	\$14	\$20	\$2	\$2	\$9.75 per vehicle (only at beaches)		\$7	\$3
Average other New England States	\$20	\$30	\$1.60	\$1.60				

All of the state parks in New England and the rest of the United States are partially funded by this state's general fund. Connecticut, Maine, Massachusetts and Rhode Island offer a discount to their residents for camping and day-use. *New Hampshire Residents are free in State Historic Sites **Connecticut fees increased dramatically in October 2009

Over half of the people who paid to use the parks felt that it was a very good or above-average value, with another 32% found the cost to be an average value. Interestingly, 19% of the day users were unsure about whether/what they had paid to visit the parks.¹¹ (Appendix 13, Division Fee Schedule and Discounts.)

More than half of the campers who paid less than \$30 for their overnight stay in a New Hampshire State Park felt that they were getting a very good value for the price. Most of those who paid more (over \$30) to camp felt that the price represented an “average” value.¹²

¹¹ RKM, Op. cit.
¹² RKM, Op. cit.

FIGURE 7

Day Use Visitors' Perception of Park Fees

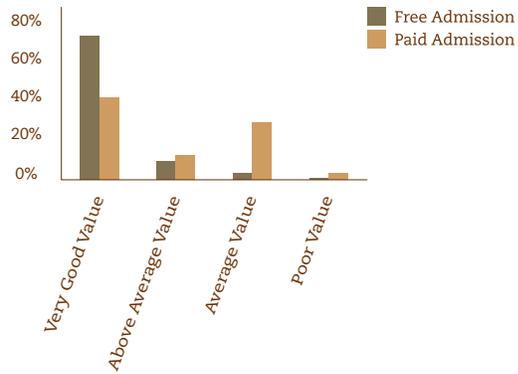
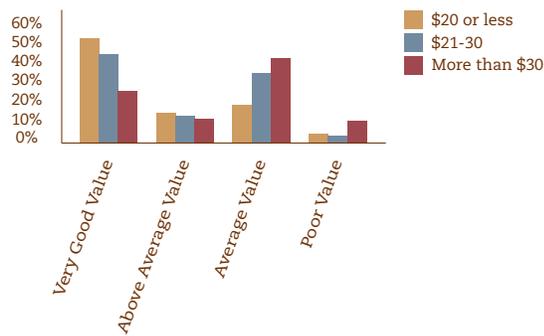


FIGURE 8

Campers' Perception of Park Fees



PARKS HELP SUPPORT THE ECONOMY

Park users who pay fees generate income for the parks. The total revenue from day-use and camping in 2009 was \$6,338,355. Day-users represent about three-quarters of the summer visitors, with campers making up the other 25%. Discounted entrances are almost entirely for day-use.

Nationally, regionally, and within the state, active outdoor recreation such as that taking place in New Hampshire State Parks makes a substantial contribution to the economy.

Visitors to New Hampshire State Parks make an estimated \$45 million direct annual contribution to the state through various taxes and fees in the categories shown in the table on following page.¹

The economic contribution of visitors to the New Hampshire State Parks to the overall state economy is even more substantial. Based on a value per visitor day for many factors in the economy that are impacted by those visitors, park visitors contribute over \$500 million to the state’s economy each year.²

Table 6 - Park Visitors’ Contribution to Overall State Economy

Item	Per Visitor Day	Total
Restaurants	\$25.22	\$181,565,000
Accommodations	\$11.22	\$80,765,000
Recreation	\$5.09	\$36,626,000
Retail Trade	\$23.26	\$167,478,000
State Liquor Stores	\$1	\$7,200,000
Services	\$2.83	\$20,348,000
Transportation/Information	\$3.98	\$28,643,000
Total Direct Spending	\$72.59	\$522,626,000

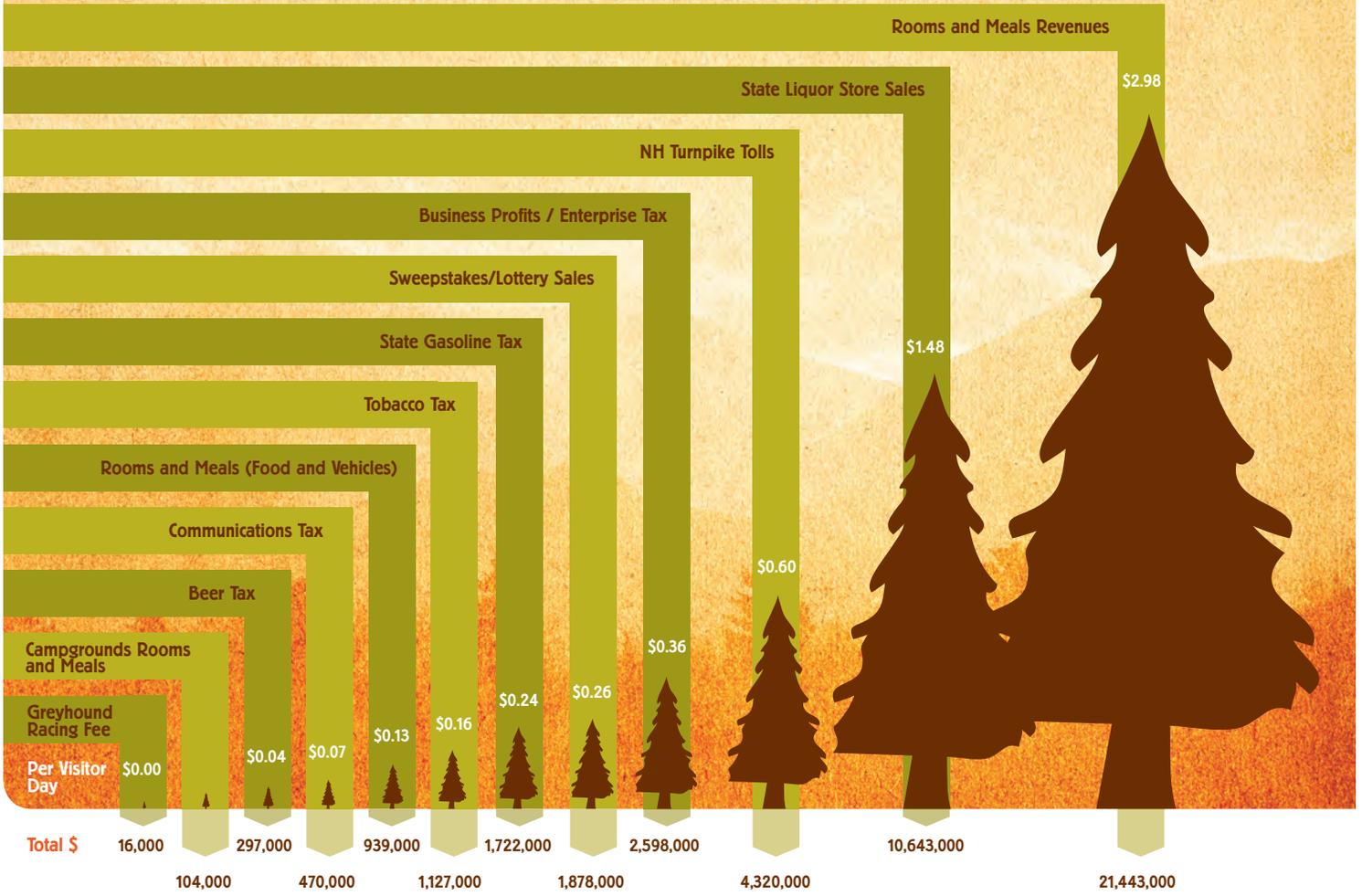
All of that spending by state park visitors provides direct support for more than 8,000 jobs in restaurants, accommodations, recreation, retail trade, services, transportation, and information.³

¹ Applied Economic Research, November 2009, Preliminary Assessment: Economic Impact of New Hampshire State Parks (hereinafter AER). These preliminary numbers are currently undergoing peer review.

² Ibid

³ Ibid

TABLE 5 - PARK VISITORS' CONTRIBUTION TO STATE REVENUES



Total Income to State Per Visitor Day: \$6.31
 Total Income to State: \$45,557,000

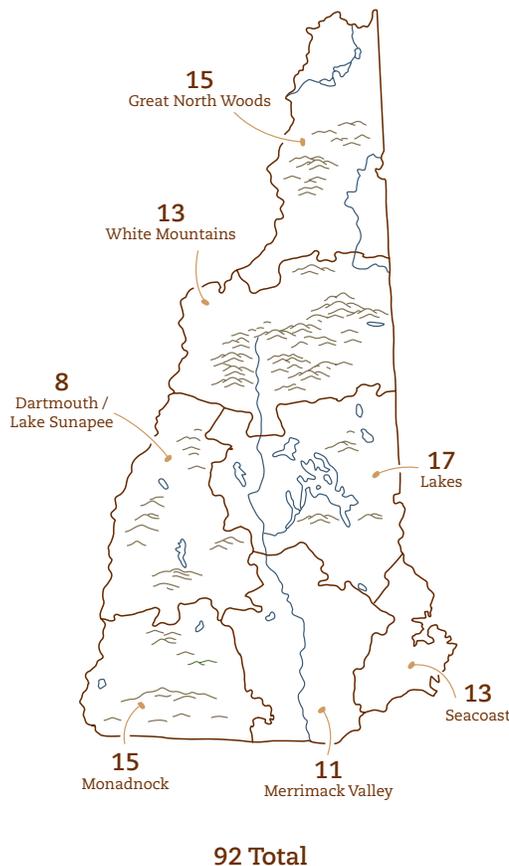
WHAT’S RIGHT WITH STATE PARKS TODAY?

Despite the significant challenges described in this plan, the New Hampshire State Parks System has the basic ingredients to meet the legislative purposes defined in RSA 216-A:1. The purposes are, in order of priority as set in statute:

“To protect and preserve unusual scenic, scientific, historical, recreational, and natural areas within the state”

New Hampshire State Parks are dramatic and visible symbols of New Hampshire’s natural, historic, and recreational heritage. They provide an exceptional mix of day-use areas, beaches, campgrounds, waysides, historic sites, trails and natural areas. The parks provide facilities that residents love, enjoy using, and take great pride in. They can rightly be considered the “crown jewels of the state” and should receive the care and support appropriate to an unmatched treasure.

Regional Distribution of Parks (Incl. Recreational Trails)



Winslow and Rollins State Parks on the two sides of Mount Kearsarge are examples of parks that represent this range of resources.

“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.”

State Parks are currently well distributed across the state, with the following numbers in each region shown on the map to the left.

Even under budget constraints, there have been several important and compelling additions to the State Park System in recent years. Since 1999, the following six properties have been added to the State Park System:

Table 8 - State Park System Additions, 1999 - 2009

Park Property	Year Acquired	Acreage
Franconia Notch SP – Mittersill Tract	2009	100
Monadnock – Society for the Protection of New Hampshire Forests Exchange	2009	9.5
Mt. Washington SP - Dartmouth College Tract	2008	8.2
Jericho Mountain SP	2006	7,224
Connecticut Lakes Headwaters Working Forest	2003	146,326
Umbagog Lake SP	1999	9.6

Although the population is increasingly concentrated in the south east and south central part of the state, use of State Parks is heaviest in the White Mountain region. If future opportunities allow for the consideration of additions to the State Park System, it will be important to address where best to locate potential new facilities.

“To make these areas accessible to the public for recreation, educational, scientific, and other uses consistent with their protection and preservation.”

Parks are literally within a day’s drive of all residents of the state. They are used for a wide array of activities, serving as both neighborhood parks and as vacation destinations for residents and visitors. The State Parks provide a healthy and healing antidote as the state becomes increasingly suburban and urban. The residents of New Hampshire recognize and appreciate the importance and value of State Parks. Park visitors rank their satisfaction with their park experience at 4.6 out of five, and 97% of them plan to return.¹

The parks are staffed by dedicated, experienced professionals who are proud of the parks, even with the budgetary constraints under which they work. This staff is the human face of parks and provides the critical human relationship that makes park visitors feel like welcome guests. People love the parks so much that many become the volunteers who dedicate thousands of hours of work to maintain the parks. (Appendix 12, Park “Friends Groups” and Affiliates) Park staff and committed volunteers work hard to provide programming in the parks that allow and encourage

¹ NorthMark, Op. cit.



Mollidgewock State Park

park guests to see something different, participate in a new activity, or learn a new skill when they visit the parks.

The park staff knows the local communities and businesses in their park's service area. The State Park System has a long history of working successfully in partnership with other government agencies, non-profit organizations, and volunteer groups. The State Park System has developed many ways of lowering/sharing the costs of park management and operations.

Special events and new programs have provided opportunities for guests to experience parks that they might not otherwise have visited, and especially address the purpose of making the parks accessible. Chief among these events are the Great Park Pursuit, which encourages families to get outdoors and explore the parks; Discover the Power of Parks, which provides interpretive programs to park guests at no extra cost through a cooperative agreement with the Student Conservation Association; the Mt Washington Hill Climb, a foot and bike event leading people to Mount Washington State Park, the Reach the Beach Relay from Franconia Notch State Park to Hampton Beach State Park, and the Timberman Ironman Triathlon at Ellacoya State Park.

Cooperative agreements with a variety of other groups serve the same goal of bringing additional and diverse people into the parks. Current cooperative agreements exist with the New England Handicapped Sports Association at Mt. Sunapee State Park; Franconia Ski Club at Franconia Notch State Park; and the Appalachian National Scenic Trail as it traverses through multiple state parks.

“To encourage and support tourism and related economic activity within the state”

The same geographic accessibility that makes a state park experience available to any resident of New Hampshire also puts parks within a day's drive of one quarter of the entire population of the United States and much of eastern Canada. The State Parks represent the face of New Hampshire to millions of visitors each year. They are



Cannon Mountain Aerial Tramway

also a cornerstone of the state’s tourism economy, the second most important state industry, contributing \$45 million to the state through fees and taxes and over \$500 million to the state’s economy through direct spending.²

“New Hampshire State Parks are a large part of the Division of Travel and Tourism’s overall marketing campaign. With guests and visitors to the state

looking for relaxation, natural beauty and wide open spaces, our State Parks are a natural lure. The State Parks offer amazing landscapes and varied experiences that have become a major enticement for visitors to come to New Hampshire, adding another aspect to what makes New Hampshire such an amazing destination”.

- Director Alice DeSouza / Division of Travel and Tourism Development

For example, Mount Washington State Park provides a unique tourist destination whose visitors may also utilize the Mount Washington Auto Road, Cog Railway, Mount Washington Observatory, the Appalachian Trail, or any number of other nearby White Mountains attractions.

New Hampshire citizens value the presence of the parks system. Over 90% believe that it is extremely important or very important for the state to have a system of state parks.³

Today’s State Parks are the legacy of a proud tradition of protecting important features and landscapes dating back to the late 19th century. (Appendix 15, NH State Park History.) Throughout these many years, the issue of how to pay for the management and stewardship of the parks has been an ongoing topic of concern.

² AER Economic Impact, pg. 4, Op. cit.

³ RKM, Op. cit.

WHAT ARE THE CHALLENGES FACING THE STATE PARK SYSTEM TODAY?

While the State Park System is custodian of an array of treasured resources, the parks also suffer from a wide range of problems. Many of the problems of the parks can be attributed to financial problems brought about by over-reliance on the self-funding model. Major challenges of the parks today include stewardship, self-funding, capital improvement, park management and information, the statutory framework and legislation, and future state park visitors.



Mollidgewock State Park

STEWARDSHIP

The Division is obligated by its legislative purposes to take appropriate care of all of the sites in its guardianship, but does not have sufficient funding to succeed. This has led to excess attention being paid to revenue producing parks to the detriment of other properties in the system.

SELF-FUNDING

New Hampshire is the only state in the nation that attempts to fund its State Parks solely through revenue from the parks. The self-funding model does not provide enough income to assure basic upkeep and safety in the many properties entrusted to the Division. Struggling to achieve the goal of total self-funding has led to excesses in cost reductions, under-reporting of needed maintenance, and unmet maintenance needs. The Division has only rarely succeeded in achieving a net surplus (see Figure 1, Park Fund Net Income 1991-2009, pg. 9).

Even in the rare years when the parks succeed in paying for themselves, the income does not offset the longstanding “loss-carry forward” debt. At the end of FY 2009, the accumulated structural deficit amounted to \$1.8 million. When the revenues from FY 2010 come in, the first \$1.8 million will be applied to paying off the debt from FY 2009. (Appendix 16, FY09 Division Income and Expense Presentation.)

CAPITAL IMPROVEMENTS

Many parks and historic sites show unacceptable levels of disrepair and deferred maintenance. In some cases, safety conditions have led to facilities being closed.

PARK MANAGEMENT AND INFORMATION

The State Park System recognizes that it must make improvements in its own operations, including establishing clearer guidelines for decision making.

Operations, policies, maintenance and collection of basic use and user data are lacking and/or inconsistent across the parks system. Better understanding of use and user data will allow allocation of resources to be better tailored to the recreational opportunities that are of most interest to users.

In some cases, park staff lack safe vehicles and equipment to maintain sites and facilities. Park staff may work less efficiently because of worn out equipment. The State Park System needs \$750,000 to replace basic maintenance equipment, such as new lawn mowers and chains, and replacing vehicles in the fleet that can no longer pass state inspection.



Degradation in the Parks

There has been little or no systematic data collection about the users, and even about some of the basic resource characteristics, that the Division is responsible to care for. It remains a challenge to correctly measure and report the impact of park visitors on the state's economy without more accurate counts of such basic information.

The Division knows too little about regional and national trends in recreation that will affect park use in the future, or how the changing demographics of ethnicity and age of the population will impact use of facilities and demand for services and amenities.

The Division must never lose sight of the customer: “our” guest. Moreover, the Division must aggressively enter the realm of marketing in a classic sense, and relationship marketing in a progressive sense. Instrumental to future success is a clearly defined brand for parks. A clearly defined brand lends itself to the creation of an effective marketing plan, which the Division has not had. The marketing plan in turn drives the strategic plan. All three must align to be effective. All three are currently in process. Lastly, marketing is a necessary investment that, if made, will enable the transition from being a historically under-funded function typically manifesting itself only through public relations (which is only one facet of marketing), to a more robust and fully-integrated function.



Degradation in the Parks

THE STATUTORY FRAMEWORK AND LEGISLATION

Since the creation of the State Parks, there have been hundreds of laws enacted (currently over 500) that address issues within the parks. In combination, these laws establish cumbersome and sometimes conflicting objectives and procedures. (Appendix 17, Statutes Governing State Parks.)

IMPLEMENTATION OF STRATEGIC PLAN

The Division has operated for many years without a functional Strategic Plan, and has become accustomed to working without such a framework. Notwithstanding the lack of a strategic plan and many problems outlined above, park staff does a remarkable job of minimizing the negative impact of all these problems on park guests.



Degradation in the Parks

FUTURE STATE PARK VISITORS

The growing population of the primary market area for the New Hampshire State Parks provides a clear opportunity for the parks to serve more visitors over the coming decade, providing them with destinations for healthy outdoor activities and opportunities to learn about an array of natural and cultural resources. The current population of eight million people in the primary service area of our State Parks is expected to grow to 8.6 million by 2030. This is likely to place both additional demands on the parks and to provide new marketing opportunities.¹

Some characteristics of park users are changing. The ethnic makeup of the region is changing to include more people who were born in another country and for whom English is a second language. Culturally different recreational activities and expectations are already leading to some conflicts among park user groups. The population of the service area also includes a growing number of people with mobility disabilities.

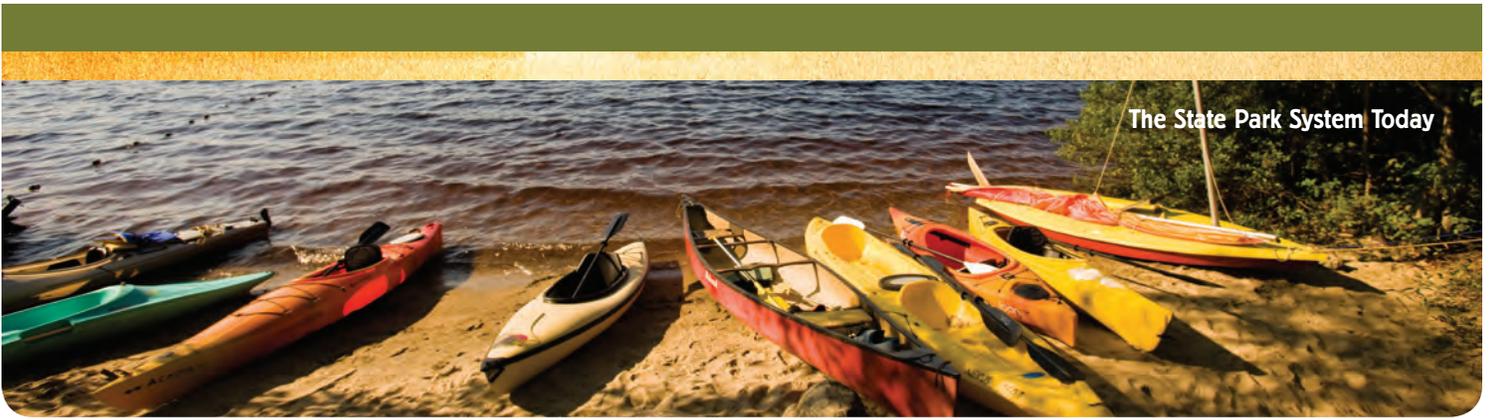


Most clearly, the population will be aging. Presently, 12% of the population is over 65, but by 2030, 29% of the population will be over 65. In the past, those over 65 have recreated less than younger people. Only 34% of those over 65 typically engage in outdoor recreation, as opposed to 60% for those 18-24, and 53% for those 35-44.² However, expectations and behaviors of those over 65 are changing.

The full impact of the aging population, changes in ethnicity, and access needs of the population on recreational facilities is not clear, but it will have a notable impact on the future use of the parks.

¹ AER Regional Demographics, Op. cit. Appendix 11, Regional Demographics (Applied Economic Research)

² Ibid



Umbagog Lake State Park

DEFERRED MAINTENANCE COST SUMMARY

To put the many structural problems of the parks in financial terms, parks managers with the assistance of industry experts, created park-by-park estimates of the costs to stabilize facilities and the costs for unmet basic maintenance. They determined that parks require an estimated \$28,500,000 to bring existing sites and facilities up to basic standards for maintenance and safe utilization. The individual park needs in these categories range from zero to millions of dollars and average about \$335,000. In many cases, relatively modest investments made soon can still avert the need for very expensive maintenance in the future. Without attention, valuable park assets may deteriorate beyond repair.

Some examples of these maintenance and improvement needs include the leaking 4-H camp cabin roofs at Bear Brook State Park, bricks that are falling out of the chimney at the Franklin Pierce Homestead, and moldy showers at Pawtuckaway State Park. (Appendix 18, 2008 Summary of Site Reviews.)

The capital improvement database (Appendix 19, Capital Improvement Database) developed for this plan is a comprehensive overview of the Division's facilities and sites. It provides a snapshot of the condition of each park or site and assigns a monetary figure to stabilize, remove, repair, replace, or redevelop those parks and sites. This is, to the planning team's knowledge, the first attempt by the Division to provide such a comprehensive look at park conditions and how much it will cost to reinvest in the State Parks.

Subsequent annual operating plans will address the need to gather more detailed information to further assess the situation in each park element. Prioritizing this additional information gathering and careful allocation of resources will be of the utmost importance. In the future, the operating and capital budget planning processes will be more closely aligned.

Each facility that was evaluated has an individual spreadsheet within the capital improvement database containing numerous line items that represent critical elements of that particular site or park. The table below summarizes the needs and costs by region.

Table 9 - State Park System Capital Needs for Stabilization and Deferred Maintenance by Region

Region	Stabilization/Removal Costs	Deferred Maintenance Costs
Monadnock	\$195,500	\$2,237,300
Merrimack Valley	\$135,465	\$2,807,921
Lakes	\$17,800	\$1,352,827
Dartmouth/Lake Sunapee	\$38,000	\$619,200
White Mountains	\$468,434	\$1,349,850
Great North Woods	\$190,000	\$3,819,200
Seacoast	\$177,728	\$14,507,500
Trail Resources	\$530,500	\$30,000
Total	\$1,753,427	\$26,723,798

- **Stabilization/Removal Costs:** Costs to stabilize a structure, or to use it until a new master plan for the site is complete. These are basic issues that have a direct impact on the safety of park visitors and staff, and the structural integrity of the resource. Without these improvements, the Division is increasingly liable for problems arising from personal injury or irreversible damage to irreplaceable assets.
- **Deferred Maintenance Costs:** Costs to maintain or upgrade an existing use or structure to bring the use or structure up to a uniform, cyclical maintenance level.



Fanconia Notch State Park



The State Park System Tomorrow

Lake Francis State Park

To meet its legislative purpose, as well as the changing recreational needs of the growing population over the next ten years, the Division of Parks and Recreation envisions a State Park System that matches the excellence of the precious resources entrusted to it. The Vision, Mission, and Guiding Principles and Organizational Values presented below are the Division's new assessment of its core values based upon this strategic plan process.

VISION

The Division of Parks and Recreation preserves, protects, and stewards New Hampshire's natural, recreational, and historic sites. These diverse and special places of natural and cultural significance are premiere destinations for families and individuals of all ages and abilities, where exploration, adventure, learning, and fun create experiences and memories that last a lifetime. The Division's management is innovative and dynamic, emphasizing outstanding customer service, meeting diverse needs, and developing strong partnerships with other public and private entities. The State Parks are valued and recognized as a critical contributor to New Hampshire's unique quality of life.

MISSION

The mission of the Division of Parks and Recreation is to provide New Hampshire's citizens and guests with outstanding recreational, educational, and inspirational experiences through the responsible management and cooperative stewardship of the state's natural, recreational, and cultural resources.

GUIDING PRINCIPLES AND ORGANIZATIONAL VALUES

To achieve this mission, the New Hampshire Division of Parks and Recreation adheres to the following guiding principles (adapted from the National Park Service):

- **Exemplary Stewardship:** To utilize the best possible stewardship practices to ensure sound long-term protection of natural, historic, and recreational resources entrusted to it.
- **Excellent Service:** To provide the best possible natural, historic, and recreational experience for park guests.
- **Productive Partnerships:** To collaborate with federal, state, and local government, private organizations, and peer agencies to work toward common goals.
- **Citizen Involvement:** To provide opportunities for citizens to participate in the stewardship of the New Hampshire State Parks.
- **Education:** To inform park guests about New Hampshire's natural, historical, and recreational resources.
- **Outstanding Employees:** To attract and hire a diverse workforce that embodies excellence, integrity, and a commitment to quality.
- **Employee Development:** To provide professional opportunities and training so employees have the ability to do the job safely, efficiently, and effectively, leading to individual and organizational success.
- **Effective Management:** To instill a performance management philosophy that fosters creativity, focuses on results, and requires accountability.
- **Research and Technology:** To incorporate research findings and new technologies to improve work practices, products, and services.



Pawtuckaway State Park



Jericho Mountain State Park

In the parks of tomorrow, with support from evolving long-range and annual plans, there will be a strategy for systematic collection of user information and economic impact of park users over time. Internal record-keeping will be greatly improved so that information about actual park use, revenue, and expenditures is collected in a comparable way between and among the many units of the State Park System and the entire Division. These needed information-gathering activities are critical to determining the most efficient allocation of scarce resources. The collection of this information, both internally and externally, carries real costs that must be built into the lean budget of the Division.

In the parks of tomorrow, the Division will make even better use of the various kinds of park “friends groups” that are already making substantial contributions to the maintenance and operation of many parks. The Division is designing and will implement more formal agreements with these groups. Providing much needed support to these groups is an extremely cost-efficient way to get good work done in the parks as well as to generate and support high user interest in and loyalty to the park. This must be a high priority for the immediate future.

COST OF STATE PARK SYSTEM FOR TOMORROW

The Parks Capital Improvement data sheets also show the costs of further improvements to the parks, improvements that will be needed in the parks tomorrow. Summary costs on the following table show replacement costs of \$8.85 million and new development costs of \$62.4 million. The detailed capital improvement databases forming the basis for this summary are found in Appendix 19, Capital Improvement Database.¹

Table 10 - State Park System Capital Needs for Replacement and New Development by Region

Region/Parks	Replacement Costs	New Development Costs
Monadnock	\$925,750	\$6,583,000
Merrimack Valley	\$4,429,000	\$3,993,004
Lakes	\$120,000	\$1,709,600
Dartmouth/Lake Sunapee	\$60,000	\$1,335,000
White Mountains	\$1,365,000	\$12,499,002
Great North Woods	\$1,637,500	\$11,822,001
Seacoast	\$315,000	\$24,498,000
Totals	\$8,852,250	\$62,439,607

- Replacement Costs: Costs to replace, in-kind, the structure or use with a modern, up-to-date structure or use, if that is desired. The decision to replace must be preceded by a thoughtful analysis of value of the existing structure and its use.
- New Development Costs: Costs associated with something that does not currently exist and/or the cost to create a redevelopment plan for the site. Decisions to make these changes must be based on analyses of the potential of the new development to provide for the needs of the users and/or generate additional income without harming the resource base.

In addition to these capital expenses, the Division of Parks and Recreation must have funds to pay for basic non-capital operating expenses each year. Areas needing additional funding include vehicles necessary for park maintenance and programming activities, safe tools for employee tasks, and opportunities for staff training.

¹ Capital Improvement database, Appendix 19, includes both summary and detailed information for parks of cost to stabilize and attend to deferred maintenance, discussed in the previous chapter, and costs to make needed replacements and improvements, discussed in this chapter. Costs are in 2008 dollars.



John Wingate Weeks Historic Site



The State Park System Tomorrow

The Goals and Strategies

Crawford Notch State Park

The specific goals and strategies highlighted below show how the Division will achieve its vision for parks tomorrow. The strategies here will become the focus of the individual action items for parks in the annual operating plans. There are five main topics that need to be addressed: stewardship, funding, statutory framework, management and operations, and marketing / programming and products.

STEWARDSHIP

Challenge to Solve: The State of New Hampshire is responsible for the stewardship and maintenance of every park and historic site in the system, regardless of the ability of the property to generate revenue.

GOALS:

- To define and support the true costs of stewardship through biennial operating and capital budget process;
- To define fiduciary responsibility of New Hampshire to steward the properties within its care regardless of profitability;
- To recover and stabilize properties, buildings, and facilities; and
- To maximize available resources to provide stewardship of parks.

STRATEGIES:

1. Institute ongoing data collection regarding park resources;
2. Plan, design, develop, and maintain sustainable facilities and infrastructure that meet visitor needs and enhance experiences;
3. Use existing programs to develop and maintain partnerships;
4. Ensure that development of and management of parks protects the natural, recreational, and historic resources;
5. Facilitate effective communication between park “friends groups,” parks affiliates and advocates, and Division staff;
6. Ensure the Division is sufficiently and responsibly staffed to achieve its mission;

7. Ensure staff, including interpretative staff, is properly trained and equipped to carry out its work;
8. Strategically apply capital and maintenance funding based on new information and priorities; and
9. Strengthen and build relationships with park “friends groups,” park affiliates, and advocates.



Mollidgewock State Park

FUNDING

Challenge to Solve: The funding model has been interpreted to rely solely on annual profits from park and ski operations to support operations of the entire Division of Parks and Recreation. Consequently, sufficient funding to support the park system through this fund has been achieved only infrequently. The result is a structural deficit that has produced challenges to the integrity of state parks. New funding models need to be investigated.

GOALS:

- To identify and establish more stable and reliable funding streams for State Park System operations;
- To quantify financial needs to support parks, including administrative overhead;
- To maximize the revenue potential of the day-use segment of park business, which approximates two-thirds of visits and income; and
- To eliminate long-term deficit and the related accounting burdens.

STRATEGIES:

1. Identify and evaluate new and alternative funding sources/strategies to support necessary overhead expenses;
2. To eliminate the existing “loss-carry forward” debt;
3. Ensure timely and accurate reporting of income and expenses;
4. Evaluate existing revenue strategies and provide for fiscal planning;
5. Enhance revenue potential of existing and possible new recreational opportunities;
6. Seek support from foundations, businesses, and other entities;
7. Maximize revenue where compatible with purpose and mission; and
8. Achieve improved net income.

Lake Francis State Park

STATUTORY FRAMEWORK / LEGISLATION

Challenge to Solve: Clarify statutory intent and framework within which the Division operates to reduce cumbersome, conflicting, and contradictory legislative direction so that operations can achieve the vision.

GOALS:

- To identify and understand all legislation pertinent to park operations; and
- To clarify, modify, or repeal the elements of statutory framework that are cumbersome, conflicting, and contradictory to the legislative purposes.

STRATEGIES:

1. Create a SPSAC-based work group to review and analyze statutory framework that governs the Division;
2. Identify cumbersome elements and determine what is conflicting and contradictory; what to retain as supporting parks purposes and what to modify or repeal as may be deemed to cause inefficiencies or create barriers to the effective allocation of resources;
3. Identify and prioritize the statutory framework to be clarified, modified, and/or repealed;
4. Identify potential consequences of proposed changes to other State agencies, park “friends groups”, park affiliates, and advocates; and
5. Build political support for needed statutory framework modifications.



Lake Francis State Park

MANAGEMENT AND OPERATIONS

Challenge to Solve: The Division needs to be more consistent, efficient, and effective and needs to take advantage of innovation and partnerships to increase the quality of stewardship. Additionally, the Division needs to learn more about current and future park use and recreation trends all in an effort to generate more net income from certain facilities and programs.

GOALS:

- To establish Division decision-making criteria;
- To standardize operations, policies, and procedures;
- To further establish a baseline understanding of park attributes;
- To incorporate legislatively mandated priorities in all aspects of operations;
- To develop and implement an Annual Operating Plan for the Division and eventually for each individual parks;
- To develop and implement an annual marketing plan for the Division; and
- To improve management of parks and seek innovative solutions to funding, revenue, labor, materials, and needed expertise.

STRATEGIES:

1. Establish consistent system-wide operating systems and standards;
2. Complete an annual comparative product offerings and pricing analysis to assist in the annual development of the parks fee schedule;
3. Research current and future park use and recreation trends;
4. Formalize framework(s) of agreements, to include a volunteer coordinator, that serves as an improved basis for all park “friends groups”, park affiliates, park operations, and relationships;
5. Experiment with non-traditional products and pricing;

6. Establish park management categories that set criteria for revenue, labor, and expense allocations;
7. Develop a brand for the Division that will gain awareness for the park system;
8. Provide leadership and technical support in the development of motorized and non-motorized trails in state parks and of statewide trail recreation use opportunities; and
9. Improved culture – change to one of accepting responsibility, of tracking results, of establishing baselines for measurements and comparisons of results, and for benchmarking performance.



White Lake State Park

MARKETING / PROGRAMMING AND PRODUCTS

Challenge to solve: Create a user experience that meets the current and future recreational needs of all guests and anticipates and meets changing user interests.

GOALS:

- To more effectively create awareness and understanding of parks so that their features and benefits are understood leading to a productive match between prospective guests' needs and wants and the myriad of offerings that exist;
- To broaden the appeal of parks by supplementing the pricing, programming, and product mix to make parks relevant to an even larger audience; and
- To maintain traditional market share and pursue market share gain through non-traditional offerings.

STRATEGIES:

1. Create opportunities to communicate with guests for promoting the future experience;
2. Continuously assess demand and need for recreational opportunities within state parks;
3. Promote participation in New Hampshire's outdoor recreational opportunities;
4. Develop, execute, and maintain a sustainable, efficient, and proactive retail program;
5. Promote trail opportunities through management of statewide trail programs;
6. Develop all facets of programming to enhance the experience;
7. Establish ways to offer interactive, accessible, and coordinated interpretive tours and programs for Historic Sites;
8. Establish ways to offer interactive, accessible, and coordinated environmental education and outdoor recreation programs in state parks;
9. Increase public awareness and encourage community involvement through stewardship opportunities;

10. Evaluate alternative pricing, programming, and promotions.
11. Provide additional collaboration between the Division and neighboring landowners;
12. Expand the Division's visibility by using marketing strategies that enhance the unique attributes of New Hampshire State Parks, trails, historic sites, and their offerings; and
13. Continue to manage effectively both the relationships with federal programs liaisons as well as to administer processes in support of the Land, & Water Conservation Fund (LWCF) and the Statewide Comprehensive Outdoor Recreation Program (SCORP).



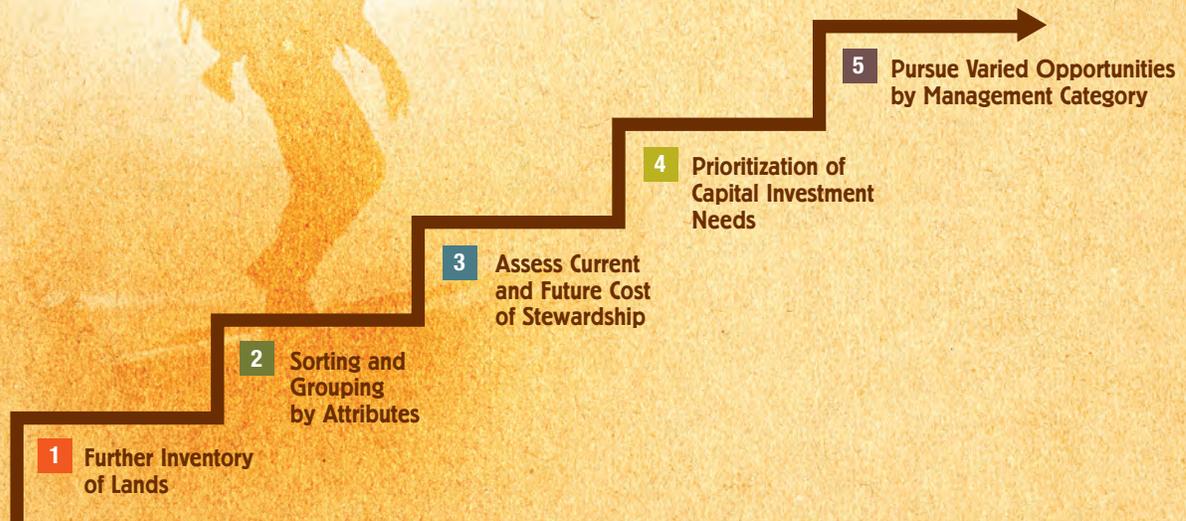
Wallis Sands State Beach



The State Park System Tomorrow

A New Approach to Managing State Park System

A NEW APPROACH TO MANAGING STATE PARK SYSTEM



It is clear that parks must be managed more efficiently, even while additional sources of funding and other support are designed and put into place. The Division proposes creating three groupings of parks so that parks with similar attributes and operating philosophies can be managed in similar ways. The park management categories proposed are: Enterprise Parks, Classic Parks, and Natural Parks. Management for each category will emphasize the strengths and similarities of the park type. Management groups are not hierarchical. Each type holds value and all must be managed to meet the statutory obligations of stewardship, regardless of their ability to generate income.

The Division will apply a five-step approach to assign the parks into these categories with the objective of improved management. The steps are: further inventory of park lands, sorting and grouping by attributes, prioritization of capital investment needs, and assessment of current and future cost of stewardship. The grouping will lead to innovative parks management that allows the Division to pursue varied opportunities by management category.

STEP 1: FURTHER INVENTORY OF PARK LANDS

A great deal of information has been assembled for this plan. More detailed information is known by field staff but not yet captured in a central location. A master catalog of information for all parks as well as park-specific profiles must be completed and regularly updated. It should include the many varied attributes that make up the comprehensive State Parks Profiles and Attributes table in this plan, plus other attributes that may be identified as the catalog is developed.

This approach is modeled after similar systems that are used by both the US Department of Agriculture in the National Forests and the Society for the Protection of New Hampshire Forests (SPNHF) for their holdings.



White Lake State Park

This data collection provides an opportunity to capture information held by other agencies that may allow better management of the parks. Some examples include information about rare, threatened, and endangered species at the Natural Heritage Bureau, Wildlife Action Plan and other wildlife information held by the Fish and Game Department, and recreation information in the Statewide Comprehensive Outdoor Recreation Plan by the Office of Energy and Planning.

STEP 2: SORTING AND GROUPING BY ATTRIBUTES

Using the information collected in Step 1, the Division will then sort parks by attributes that allow distinct separation between the three park categories, based on strengths and similarities. Management emphasis can then be designed to support the essence of each park category and its contribution to the legislative priorities.

The Enterprise Parks will likely be those with high visitation, well-developed facilities and where user fees are collected regularly. The Natural Parks group will likely have much lower visitation and substantial natural areas that are largely undeveloped. The Classic Parks group is a middle ground between Enterprise Parks and Natural Parks. Classic Parks are those that include all the elements that are identified in the statutory framework creating the parks.

STEP 3: ASSESS CURRENT AND FUTURE COST OF STEWARDSHIP

It is imperative that the Division establish a projected cost for adequate and appropriate stewardship for each park property, including headquarters. This can be done by making a summary of the known expense history (staffing costs plus operational expenses) combined with the capital expense information (stabilization/removal costs, deferred maintenance cost, cost for replacement costs, and new development).

Table 11 - Cost Elements for Stewardship in State Park System

Staffing	Operational Expenses	Capital Costs (from CIP tables)
Staffed (y/n)	Labor	Stabilize/Remove
Staff types/number	Operations	Deferred
Manager	Light Equipment	Replacement
Assistant Manager	Vehicles/Rolling Stock	New Development
Maintenance Staff		
Laborer		
Retail Clerk		
Lifeguard		

STEP 4: PRIORITIZATION OF CAPITAL INVESTMENT NEEDS

Particularly when resources are as scarce as they are in New Hampshire State Park System, any capital improvement funds that become available must be wisely spent. With the new capital improvement information collected for this plan, the location and size of the parks’ many capital needs have been identified. To spend scarce capital resources most effectively and efficiently, prioritization criteria based on a combination of urgency of need, safety concerns, management group, fiscal impact of potential facility closure, and return on investment is being proposed.

STEP 5: PURSUE VARIED OPPORTUNITIES BY MANAGEMENT CATEGORY

The Division envisions a different management focus for each of the park categories. All management will be aligned with the legislative purposes for the park system, but will also reflect the unique features and opportunities of the type of park. With parks appropriately grouped, park administration will pursue a range of tactics and actions that align with the objective of the grouping. Examples of actions and tactics are listed below:

Table 12 - Proposed Management Strategies for New Park Groupings

Enterprise Park	Classic Park	Natural Park
Revenue Enhancement	Seek balanced revenue enhancement	Partnership (stewardship)
Increased Visitation	Seek balanced increased visitation	Park "Friends Groups" Memorandum of Agreement
Partnership (business)	Partnership	Determine data capture categories
Sponsorship	Sponsorship	Reduce Cost
Reduce Cost Structure		Replace/repair features to reduce deferred maintenance burden
Increase/Improve Services		Decrease Capacity
Increase Capacity		
New Programming		
Enhance Concessions		
Development		
Marketing/Public Relations		

For example, Enterprise Parks will likely focus on increasing income by taking better advantage of significant opportunities for park-related retail activities and new income-generating recreation opportunities. Natural Parks will likely focus on decreasing management expense while still protecting the resource base and providing satisfactory user experiences.



SUMMARY

The challenge to the New Hampshire State Parks System is clear. The Plan has identified what the General Court expects. The Division has identified what the public expects of, as well as thinks of, the State Park System. The Plan provides an assessment of parks as they currently stand, includes newly conducted research, reflects information from a commissioned economic impact study, has identified opportunities – through

a situational assessment of strengths, weaknesses compared and contrasted to prevailing market conditions, detailed garnered public opinion and highlights a park-by-park capital improvement plan. With that information amassed, the Plan presents a clear description of the current and future challenges, makes a case for economic impact and change while setting a road map for recovery. As a catalyst, the Plan is intended to reverse the trend from gradual decline to a vibrant State Park System.

To reverse that trend effectively, a true renaissance is required. That renaissance will require a clear understanding of the needed improvements to financial underpinnings of operations and accounting, as well as the cumbersome or contradictory legislative directives controlling parks. Concurrently, the Division will need to channel volunteer resources to support parks in new ways. Managing the State Parks more effectively through this renaissance will require new partnerships, new thinking, and new collaboration between DRED, park “friends groups,” the legislature, and host communities. Success will be a function of a three part focus on operations, legislation, and funding. They must be addressed jointly. None alone will avert the problem.

With better management, relief from the self-funding expectation, and clarity amidst the statutory framework, New Hampshire State Parks can become the natural, historical, and recreational gems that they are designed to be.



Monadnock State Park



The State Park System Tomorrow **The State Park Profiles and Attributes**

The State Parks Profile and Attributes catalogue included in this plan is a work-in-progress. It will be an important database that the Division will continually update and use in all decision making and to effectively manage individual park properties. The same information will allow us to formulate system-wide standards/averages and then determine if individual parks are above or below those standards.

Several other attribute fields that will contribute towards a holistic view of a park's profile have been identified and will be added to the database as the information is collected. This attribute list may grow as the Division incorporates the different aspects that are needed to effectively and efficiently operate, maintain, and manage state parks. Currently identified attributes that require additional research are;

STATE PARKS SYSTEM ATTRIBUTES CATALOGUE

PERFORMANCE ATTRIBUTES

- Paid Visit / Tickets
- Discounted Visits / Tickets

ADMINISTRATIVE ATTRIBUTES

- Legislative Mandate
 - (Greatest Strength)
 - I
 - II
 - III
 - IV
 - V
 - Miscellaneous
 - Source (Year)
 - Leases, MOU/A's
 - Legal Obstacles

PHYSICAL ATTRIBUTES

- Density
 - Picnic Tables / Day Use Acres
- Density – Parking Per
 - Waterfront Footage
 - Day-Use Acre
- Quantity of
 - Toilets (M/F)

- Showers (M/F)
- Picnic Tables
- Trash Receptacles
- Miles of roads (paved / unpaved), trails (motorized / non-motorized)
- Parking spaces
- Group Use Area - # of locations / capacity per

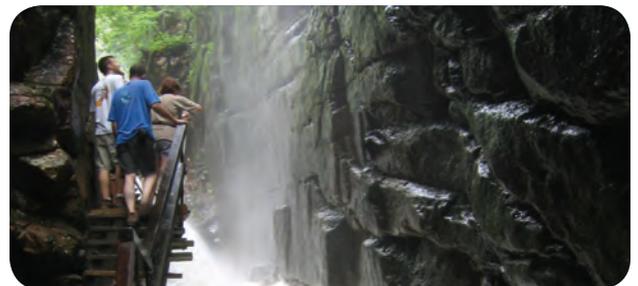
COST OF STEWARDSHIP

2009 EXPENSE

- Debt
- Light Equipment
- Rolling Stock

2009 TOTALS

- Labor
- Materials
- Capital Gross



The Flume Gorge

STATE PARKS SYSTEM ATTRIBUTES

Reg.	Park Name	Mgmt. Region	Property Type	Performance Attributes							Administration Attributes			Physical Attributes												
				Fiscal Year 2009 - Overhead Not Included							Miscellaneous			Zoning - DRED Lands					Density							
				Revenue		Expense		Net Rev.		Net Rev.	Deed Restrict.	LWCF \$'s	Friends Groups	Total Acres	Park	Forest & Lands	Conserv. Easement	Park as % of Total	# of sites	Sites/ Acre	Retail		Admin. Sq. Ft.	Storage Sq. Ft.		
Operations	Retail	Labor	Mat'l's	Subtotal	FY2009	Total Visits	per Visit	Sq. Ft.	# Locations																	
Dartmouth/Lake Sunapee	Mt. Sunapee	Central	C	\$164,505	NA	\$58,530	\$26,243	\$84,773	\$79,732	26,520	\$3.01	N	x	Y	2,893	1,699	1,193	2,574	58.7%	6	0.00					
	Mt. Sunapee State Beach	Central	D			\$0	\$0	\$0	\$0																	
	Rollins	Central	D	\$39,209		\$16,401	\$3,861	\$20,262	\$18,947	9,437	\$2.01	N	x	Y	118	19	99	0	16.1%							
	Wadleigh	Central	D	\$4,490	NA	\$7,261	\$3,816	\$11,077	(\$6,587)	220	(\$29.94)	Y		Y	43	43	0	0	100.0%							
	Winslow	Central	D	\$39,172		\$20,393	\$4,778	\$25,171	\$14,001	6,654	\$2.10	N	x	Y	3,841	150	3,691	0	3.9%							
	Bradford Pines	South	N			\$0	\$0	\$0	\$0																	
	Plummers Ledge	Central	N			\$0	\$0	\$0	\$0																	
	Sculptured Rocks	Central	N			\$0	\$0	\$0	\$0																	
	Gardner Memorial	Central	W			\$0	\$0	\$0	\$0																	
Great North Woods	Coleman	GNW	C	\$31,635	NA	\$20,417	\$13,429	\$33,846	(\$2,211)	931	(\$2.37)	N	x		1,573	43	1,531	0	2.7%	25	0.59			1,448		
	Deer Mt.	GNW	C	\$14,088	NA	\$7,190	\$4,979	\$12,169	\$1,919	860	\$2.23	N			100	100	0	0	100.0%	25	0.25					
	Lake Francis	GNW	C	\$81,682	\$14,886	\$40,029	\$20,772	\$60,801	\$20,881	5,298	\$3.94	N	x		38	17	21	0	44.7%	45	2.65			848		
	Milan Hill	GNW	C	\$960	NA		\$713	\$713	\$247			N			102	37	65	0	36.3%	14	0.38				55	
	Mollidgewock	GNW	C	\$37,980	NA	\$27,058	\$8,022	\$35,080	\$2,900	3,564	\$0.81	N			46	46	0	0	100.0%	44	0.96			160	296	
	Umbagog	GNW	C	\$194,912	\$49,214	\$66,439	\$94,922	\$161,361	\$33,551	11,150	\$3.01	N	?		3,619	10	1,350	2,258	0.3%	71	7.40					
	CLHWF	GNW	D			\$0	\$0	\$0	\$0			N			146,326	0	0	0	0.0%							
	Dixville Notch	GNW	D	\$0			\$539	\$539	(\$539)						137	10	127	0	7.3%							
	Jericho Mt.	GNW	D	\$16,960	NA		\$10,565	\$10,565	\$6,395	860	\$7.44	N	x		100	100	0	0	100.0%	25	0.25					
	Weeks	GNW	H			\$0	\$0	\$0	\$0	4,240	\$0.00	N			446	13	433	0	2.9%							
	Androscoggin	GNW	W	\$0			\$539	\$539	(\$539)			N			1	1	0	0	100.0%							
	Beaver Brook	GNW	W	\$247,033	\$49,214		\$142,009	\$142,009	\$105,024	11,150	\$9.42	N	?		3,619	10	1,350	2,258	0.3%	71	7.40					
	Nansen Wayside	GNW	W				\$0	\$0	\$0						6	6	0	0	100.0%							
Lakes Region	Ellacoya	Central	C	\$184,155	\$22,478	\$65,534	\$24,692	\$90,226	\$93,929	23,393	\$4.02	N	x		82	31	51	0	37.8%	38	1.23					
	White Lake	Central	C	\$312,248	\$98,419	\$166,741	\$58,872	\$225,613	\$86,635	42,180	\$2.05	N	x		902	325	577	0	36.0%	204	0.63	2,808	1	976	2592	
	Ahem	Central	D				\$0	\$0	\$0			Y		128	128	0	0	100.0%								
	Cardigan	Central	D	\$0	NA		\$115	\$115	(\$115)			N		Y	9		9	0	0.0%							
	Wellington	Central	D	\$111,766	\$17,499	\$66,448	\$12,938	\$79,386	\$32,380	32,278	\$1.00	N			220	94	126	0	42.7%							
	Wentworth	Central	D	\$14,569	NA	\$19,912	\$2,506	\$22,418	(\$7,849)	5,897	(\$1.33)	N			51	6	45	0	11.6%							
	Endicott Rock	Central	H					\$0	\$0			Y		0	0	0	0	100.0%								
	Gov. Wentworth	Central	H					\$0	\$0			Y		96	16	80	0	16.7%								
	Lochmere Arch. Site	Central	H					\$0	\$0																	
	Daniel Webster Birthplace	Central	H					\$0	\$0			Y		128	18	110	0	14.1%								
	Heath Pond Bog	Central	N					\$0	\$0			N														
Madison Boulder	Central	N					\$0	\$0			N		17	17	0	0	100.0%									
Ossipee Lake	Central	N	\$0				\$0	\$0			N															
Merrimack Valley	Bear Brook	South	C	\$187,963	\$54,949	\$106,542	\$56,184	\$162,726	\$25,237	21,232	\$1.19	N	x		10,083	482	9,589	0	4.8%	100	0.21			278		
	Pawtuckaway	South	C	\$550,310	\$139,053	\$203,625	\$107,290	\$310,915	\$239,395	60,896	\$3.93	N	x		5,535	261	5,273	0	4.7%	199	0.76	1,363	2	2,052	2055	
	Pillsbury	Central	C	\$58,246	\$11,233	\$38,693	\$7,940	\$46,633	\$11,613	6,141	\$1.89	N	?	Y	8,160	100	5,486	0	1.2%	41	0.41			888	149	
	Clough	Central	D	\$1,738			\$1,516	\$1,516	\$222	6,371	\$0.03				0	0	0	0								
	Northwood Meadows	South	D	\$0	NA		\$403	\$403	(\$403)			Y	x	Y	664	111	552	0	16.7%							
	Silver Lake	South	D	\$66,514	\$10,222	\$40,036	\$5,388	\$45,424	\$21,090	19,979	\$1.06	Y	x		80	45	36	0	55.6%							
	Hannah Duston	Central	H					\$0	\$0			Y		0	0	0	0	100.0%								
	Robert Frost Farm	South	H					\$0	\$0			N	x		64	64	0	0	100.0%							
Taylor Mill	South	H																								

A - ATTRACTION C - CAMPING D - DAY-USE H - HISTORIC N - NATURAL W - WAYSIDE

STATE PARKS SYSTEM ATTRIBUTES

Reg.	Park Name	Mgmt. Region	Property Type	Performance Attributes								Administration Attributes			Physical Attributes											
				Fiscal Year 2009 - Overhead Not Included								Miscellaneous			Zoning - DRED Lands					Density						
				Revenue		Expense		Net Rev.		Total Visits		Net Rev. per Visit		Deed Restrict.	LWCF \$'s	Friends Groups	Total Acres	Park	Forest & Lands	Conserv. Easement	Park as % of Total	# of sites	Sites/ Acre	Retail		Admin. Sq. Ft.
Operations	Retail	Labor	Mat'l's	Subtotal	FY2009	Total	per Visit												Sq. Ft.	# Locations						
Monadnock Region	Greenfield	South	C	\$220,053	\$37,373	\$151,233	\$59,944	\$211,177	\$8,876	29,969	\$0.30	N	x		401	401	0	0	100.0%	257	0.64	1,118	1	1,545	1560	
	Monadnock	South	C	\$284,939	\$38,083	\$207,166	\$47,136	\$254,302	\$30,637	48,925	\$0.63	N	x	Y	1,011	938	73	0	92.8%	28	0.03	444	1		562	
	Monadnock	South	D				\$0		\$0																	
	Miller	South	D	\$100,236		\$22,791	\$5,498	\$28,289	\$71,947	21,037	\$3.42	N	x	Y	533	102	430	0	19.1%							
	Pisgah	South	D	\$0	NA	\$64,895	\$6,188	\$71,083	(\$71,083)			N	x	Y	13,421	0	13,361	60	0.0%							
	Rhododendron	South	D				\$0		\$0	283		N		Y	2,799	134	632	2,033	4.8%							
	Franklin Pierce Homestead	South	H				\$0		\$0			N			13	8	5	0	61.5%							
	Bear's Den	South	N				\$0		\$0			Y														
	Chesterfield Gorge	South	N				\$0		\$0			Y			13	13	0	0	100.0%							
	Annett	South	W				\$0		\$0			N		Y	1,494	158	1,336	0	10.6%							
Seacoast	Hampton Beach State Park	South	C	\$622,805	\$50,556	\$68,016	\$83,079	\$151,095	\$471,710	93,981	\$5.02	N	x		50	50	0	0	100.0%	65	1.30					
	Hampton Beach - Seashell	South	D				\$0		\$0																	
	Hampton Beach - Park Patrol	South	D	\$1,327,366		\$175,349	\$208,604	\$383,953	\$943,413																	
	Jenness	South	D			\$25,164	\$5,700	\$30,864	(\$30,864)			N		Y	1	1	0	0	0.0%							
	Kingston	South	D	\$27,821		\$24,547	\$6,055	\$30,602	(\$2,781)	7,685	(\$0.36)				44	44	0	0	100.0%							
	North Beach	South	D				\$0		\$0																	
	North Hampton	South	D	\$42,528			\$12,893	\$12,893	\$29,635			Y	x		1	1	0	0	100.0%							
	Odiorne	South	D	\$88,488	NA	\$12,349	\$122,430	\$134,779	(\$46,291)	16,186	(\$2.86)				333	333	0	0	100.0%							
	Lochmere Arch. Site	South	D				\$0		\$0	2,632					63	63	0	0	100.0%							
	Rye Harbor	South	D	\$14,941		\$4,135	\$1,797	\$5,932	\$9,009																	
	Wallis Sands	South	D	\$219,981	\$84,983	\$73,201	\$37,455	\$110,656	\$109,325	58,539	\$1.87	N		Y	30	30	0	0	100.0%							
	Ft. Constitution	South	H				\$0		\$0			Y			2	2	0	0	100.0%							
	Ft. Stark	South	H				\$0		\$0			Y			10	10	0	0	100.0%							
Wentworth-Coolidge	South	H				\$0		\$0			N			64	64	0	0	100.0%								
White Island	South	H									N															
White Mountains	Franconia Notch						\$0		\$0						6,692	1,748			26.1%	104	0.06					
	Cannon Mt. Aerial Tramway	FNSP	A				\$0		\$0																	
	Cannon Mt. RV Park	FNSP	C				\$0		\$0			N	x	Y			0	0		7		3,774	1	666		
	Flume Gorge	FNSP	A	\$1,512,093	\$355,752	\$342,170	\$56,972	\$399,142	\$1,112,951	104,953	\$10.60															
	Lafayette Place	FNSP	C	\$222,092	\$69,467	\$63,687	\$13,837	\$77,524	\$144,568	26,600	\$5.43							4,944	0		97					
	Crawford Notch (Dry River)	Central	C	\$69,674		\$64,541	\$18,742	\$83,283	(\$13,609)	167,157	(\$0.08)	N	x		5,950	175	5,775	0	2.9%					802	758	
	Visitor's Center	Central	D		\$99,848		\$0		\$0																	
	Moose Brook	GNW	C	\$64,517	\$6,392	\$38,041	\$17,117	\$55,158	\$9,359	7,318	\$1.28	N	x	Y	744	87	657	0	11.7%	59	0.68			2,530	991	
	Bedell Bridge	Central	D				\$0		\$0						74	3	45	0	4.1%							
	Echo Lake	Central	D	\$50,030		\$16,781	\$5,498	\$22,279	\$27,751	55,912	\$0.50	N	x		398	125	273	0	31.4%							
	Cathedral Ledge	Central	D				\$0		\$0																	
	Forest Lake	GNW	D	\$84	NA		\$1,982	\$1,982	(\$1,898)			Y			420	23	397	0	5.5%							
	Lake Tarleton	Central	D	(\$100)			\$2,383	\$2,383	(\$2,483)			Y			48	8	40	0	16.7%							
	Mt Washington	MW	D	\$1,086,112	\$594,966	\$70,736	\$1,181,153	\$1,251,889	(\$165,777)			N	x		52	52	0	0	100.0%							
Tip Top House	MW	H	\$0			\$0		\$0																		
Eisenhower	Central	W				\$0		\$0				x		7	7	0	0	100.0%								
TOTALS				\$8,313,795	\$1,804,587	\$2,396,051	\$2,507,494	\$4,903,545	\$3,410,250	940,428				230,843	8,593	66,696	9,183		1525							

A - ATTRACTION C - CAMPING D - DAY-USE H - HISTORIC N - NATURAL W - WAYSIDE

STATE PARKS SYSTEM STEWARDSHIP

Reg.	Park Name	Mgmt. Region	Property Type	2009 Staff (Salary Grade)																				2009 Expense		Capital												
				Staffed	Mgr. I (9)	Mgr. II (12)	Mgr. III (15)	Maint. Mgr. I (8)	Maint. Mgr. II (12)	Rd. side Laborer (2)	Laborer (5)	Lift Att. (7)	Equip. Op. (12)	Mtn. Patrol (9)	Meter Patrol (11)	Food Svcs. I (7)	Food Svcs. II (11)	Food Mgr. (17)	Toll Collector (5)	Ticket Seller (8)	Cashier (9)	Clerk I (2)	Clerk II (5)	Clerk III (8)	Retail Clerk I (6)	Guide (7)	Guide II (9)	Lifeguard I (6)	Lifeguard II (8)	Head Lifeguard (10)	Truck Dr/LEO (7)	Total	Labor	Materials	Remove/Stabilization	Deferred Maint.	Replacement Costs	New Develop.
Monadnock Region	Greenfield	South	C	Y				1	6	4							6	1		1	1							2				22	\$151,233	\$59,944	\$5,500	\$1,250,500	\$850,000	\$5,200,000
	Monadnock	South	C	Y				1	3	1							7			2											17	\$207,166	\$47,136	\$0	\$615,500	\$14,000	\$1,258,000	
	Monadnock	South	D																												0		\$0					
	Miller	South	D	Y					1								2													3	\$22,791	\$5,498	\$0	\$25,850	\$31,750	\$5,000		
	Pisgah	South	D	N																										0	\$64,895	\$6,188	\$0	\$128,750	\$0	\$0		
	Rhododendron	South	D	N																										0		\$0	\$15,000	\$161,700	\$0	\$0		
	Franklin Pierce Homestead	South	H	Y																						2			2		\$0	\$165,000	\$45,000	\$30,000	\$120,000			
	Bear's Den	South	N	N																										0		\$0						
	Chesterfield Gorge	Central	N	N																										0		\$0	\$10,000	\$0	\$0	\$0		
	Annett	Central	W	N																										0		\$0	\$0	\$10,000	\$0	\$0		
Seacoast	Hampton Beach State Park	South	C	Y	2		1		8	6																	24	26	3	71	\$68,016	\$83,079	\$29,462	\$1,874,500	\$100,000	\$20,235,000		
	Hampton Beach - Seashell	South	D	Y	1		1		20	6																				28		\$0						
	Hampton Beach - Park Patrol	South	D	Y									12										3							15	\$175,349	\$208,604						
	Jenness	South	D	Y						2																	5		7	\$25,164	\$5,700	\$0	\$330,000	\$0	\$400,000			
	Kingston	South	D	Y	1					5																	1		7	\$24,547	\$6,055	\$1,000	\$521,000	\$0	\$400,000			
	North Beach	South	D	N																									0		\$0	\$9,815,000	\$0	\$0				
	North Hampton	South	D	N																									0		\$12,893	\$0	\$730,000	\$0	\$100,000			
	Odiorne	South	D	Y						3																			3	\$12,349	\$122,430	\$17,750	\$404,000	\$215,000	\$1,250,000			
	Lochmere Arch. Site	South	D	N																									0		\$0							
	Rye Harbor	South	D	N																									0		\$4,135	\$1,797	\$0	\$71,000	\$0	\$100,000		
	Wallis Sands	South	D	Y	1		1		4	5																	3	1	15	\$73,201	\$37,455	\$0	\$443,000	\$0	\$200,000			
	Ft. Constitution	South	H	N																									0		\$0	\$5,000	\$20,000	\$0	\$105,000			
	Ft. Stark	South	H	N																									0		\$0	\$30,500	\$23,000	\$0	\$128,000			
	Wentworth-Coolidge	South	H	Y																							4		4		\$0	\$94,016	\$0	\$0	\$0	\$1,340,000		
White Island	South	H	N																									0		\$0	\$0	\$276,000	\$0	\$240,000				
White Mountains	Franconia Notch	FNSP																											0		\$0	\$0	\$0	\$688,100	\$0	\$8,009,002		
	Cannon Mt. Aerial Tramway	FNSP	A	N																									0		\$0							
	Cannon Mt. RV Park	FNSP	C	N																									0		\$0							
	Flume	FNSP	A	Y				4	1	7	1							2											15	\$342,170	\$56,972							
	Lafayette	Central	C	Y	1	1				5																			7	\$63,687	\$13,837							
	Crawford Notch (Dry River)	Central	C	Y		2		1	1	9																	1		14	\$64,541	\$18,742	\$1,000	\$104,500	\$20,000	\$1,735,000			
	Visitor's Center	GNW	D	N																									0		\$0							
	Moose Brook	Central	C	Y		2				1												2							5	\$38,041	\$17,117	\$0	\$237,750	\$445,000	\$0			
	Bedell Bridge	Central	D	N																									0		\$0	\$0	\$0	\$0	\$0			
	Echo Lake	Central	D	Y		1				7																			10	\$16,781	\$5,498	\$4,434	\$18,000	\$0	\$710,000			
	Cathedral Ledge	GNW	D	N																									0		\$0							
	Forest Lake	Central	D	N																									0		\$1,982	\$2,000	\$52,500	\$0	\$115,000			
	Lake Tarleton	MW	D	N																									0		\$2,383	\$30,000	\$18,000	\$0	\$0			
	Mt Washington	MW	D	Y		1		1	5	2	2			1	1	1				1	18								33	\$70,736	\$1,181,153	\$431,000	\$231,000	\$900,000	\$1,930,000			
Tip Top House	Central	H	N																									0										
Eisenhower	Central	W	N																									0		\$0		\$0	\$0	\$0	\$0			
TOTALS				20	17	4	13	2	141	71	1	2	3	13	1	1	1	24	8	1	23	1	3	2	3	5	65	28	4	1	458	\$2,396,051	\$2,507,494	\$1,222,927	\$26,693,798	\$8,852,250	\$62,439,607	

A - ATTRACTION C - CAMPING D - DAY-USE H - HISTORIC N - NATURAL W - WAYSIDE



John Wingate Weeks Historic Site



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