TEXAS PARKS AND WILDLIFE DEPARTMENT

BUSINESS PLAN UPDATE

ASSESSMENT OF CAPITAL PROJECTS - RIDER 30 (A)

Prepared by:

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EXECUTIVE SUMMARY

OVERVIEW

The following document presents an update to the *Business Plan for the Construction and Repair of Facilities* developed in response to the Texas Legislature's directive to the Texas Parks and Wildlife Department (TPWD). These requirements are detailed in the 2008-2009 General Appropriations Act (Article VI, Parks and Wildlife Department, 80th Legislature, Regular Session, 2007) (hereinafter referred to as HB 1). The Legislative directive to conduct these studies was placed in context with the implementation of the recommendations contained in the State Auditor's *An Audit on Financial Processes at the Parks and Wildlife Department*, Report No. 07-021, (hereinafter referred to as the SAO Report) and the TPWD management responses to those recommendations.

Rider 30 directed TPWD to evaluate business strategies and develop new policies and procedures to improve the Texas State Park capital construction and repair program. Rider 30 identified seven (7) separate tasks including Rider 30(a), an assessment of the FY 2008-2009 proposed capital improvements and repairs (Capital Projects) to be performed by an outside party based on defined criteria, hereinafter referred to as the Business Plan Update. The remaining elements of Rider 30 (elements b through g) were performed internally by TPWD staff and a report was submitted September 30, 2007 to the Legislative Budget Board per HB 1 requirements.

BUSINESS PLAN UPDATE (RIDER 30A)

The Business Plan Update (Rider 30a) assessed the FY 2008-2009 proposed state park capital projects to determine whether these proposed capital projects will increase park attendance and/or generate additional revenue to cover costs.

This report to TPWD will ultimately integrate with the Business Plan for the Construction and Repair of Facilities (Rider 30) previously delivered to the Legislative Budget Board (LBB).

SUMMARY OF FINDINGS

From the results of the evaluations and analysis of the Consultant Team, it is recommended that all capital projects be allowed to move forward without delay to address the increasingly deteriorated facilities and infrastructure identified. It has been noted throughout our assessment that the projected consequences of no action taken at this time regarding these proposed capital projects can result in deterioration of state assets, negative impacts on park usage, decreased financial performance of state parks, and increased costs to the State of Texas for the eventual need to perform these repairs in the future.

Below is a summary of findings, followed by a detailed methodology, analysis, findings, and conclusion. The Consultant Team conducted intensive analysis and review of the proposed 2008/2009 capital projects and the state parks in which they are located. This analysis also reviews previous studies and findings regarding the strategic direction and public preferences for state parks and their amenities. The following were key findings from this evaluation:

1. Of 98 proposed 2008/2009 capital projects at state parks, approximately 37% are projected to result in both increased attendance and subsequent revenues at the parks in which they are located. This is predominantly the finding among capital projects that are dramatically improving the state of repairs or performance level of park amenities in high demand, bringing facilities

back into service that have been temporarily suspended because of their condition, or creating a new aspect to the park that will likely resonate with the public and create additional traffic.

Forty percent (40%) are not projected to likely increase attendance, but will undoubtedly preserve the ability of the park to maintain its current level of visitation. Likewise, 45% of the projects are not projected to increase revenues, but will undoubtedly preserve the ability of the park to maintain or improve its current level of financial performance. This is predominantly the finding among repairs and renovations necessary to non-revenue generating amenities that are central to visitor satisfaction and in a deteriorated state of repair, as well as major infrastructure improvements that are necessary to be enhanced or brought back to good working condition to keep the park in service to the public.

Finally, approximately 23% of the proposed projects are not projected to have any impact on attendance, and 18% are projected to not have any impact on revenue generation. These cases are most commonly addressing necessary repairs to essential non-revenue generating amenities at select state parks, compliance with Americans with Disabilities Act (ADA) mandates, providing environmental protection, and/or repairing historic structures and facilities.

2. In FY 2007, the state parks operated at approximately 66% operational cost recovery which reflects above average performance in comparison to peer park systems at the local, state and national level. While, this cost recovery ratio is above national averages for park operations, an increase in this ratio is not necessarily reflective of a high quality park system. A large contributor to the cost recovery percentage has been the limited operational budget historically available to the Texas State Park System, which makes it difficult to remain responsive to public demand and to maintain the quality of current assets and facilities.

3. The forty (40) parks in which there are proposed 2008/2009 capital projects hosted a total of approximately 5,015,121 visitors in FY 2007[∇], representing an estimated 54% of all visitation to the Texas State Park System (93 parks/sites) during that period. This heavy use places all aspects of infrastructure under strain and requires significant maintenance to keep the parks at a desired level of service.

4. Based on the analysis performed by Consultant Team, each of the 98 proposed 2008/2009 capital projects are reasonable and appropriate to the mission of the agency, and address the obligations and responsibilities of the Texas Parks and Wildlife Department.

5. Each of the 98 proposed capital projects were reviewed and analyzed using an evaluation model with established criteria. Ninety-seven (97) of the 98 proposed 2008/2009 capital projects

[∇]It is noted throughout this report that park visitation data for previous years, including FY2007, have been found to be unreliable for measuring actual attendance due to inconsistencies in collection techniques and instruments. This data, however, is the best and only data available upon which to establish an understanding of existing operational conditions at state parks. The Consultant Team acknowledges that there are potential inaccuracies to this data and bases all findings on the assumption that this data is only an estimate of current park visitation. Subsequently, TPWD has devoted significant effort to improve visitation data collection in recent months, as well as enhancing fiscal control procedures at state parks which will lead to more accurate data collection in the future.

address *one or more* of the eight (8) following operational conditions of the state parks in which they are located:

a. The proposed capital projects will potentially increase **attendance** to the park because of repairs and improvements to assets and infrastructure that are central to the public demand and marketability for increased usage.

b. The proposed capital projects will not likely generate additional **attendance**, but will undoubtedly preserve the ability of the park to maintain its current annual visitation by the improvement or preservation of existing facilities and infrastructure.

c. The proposed capital projects will not likely generate additional **attendance**, but will address health, safety, and/or regulatory requirements relevant to public facilities.

d. The proposed capital projects will not likely generate additional **attendance**, but will preserve the integrity of historic structures.

e. The proposed capital projects will potentially generate **revenue** to cover costs because of the repairs and improvements to assets and infrastructure that are central to the revenue generating capacity of the park.

f. The proposed capital projects will not likely generate **revenue** to cover costs, but will undoubtedly preserve the ability of the park to maintain its ability to generate revenue and maintain or improve its current financial performance.

g. The proposed capital projects will not likely generate **revenue** to cover costs, but will address health, safety, and/or regulatory requirements relevant to public facilities.

h. The proposed capital projects will not likely generate **revenue** to cover costs, but will preserve the integrity of historic structures.

6. One (1) of the 98 proposed 2008/2009 capital projects could undergo scope evaluation and reduction, and corresponding revised cost estimation, because it is found to be in excess of regulatory requirements for facilities at the park. This project is the renovation of six (6) cabins at Possum Kingdom State Park to meet federal ADA accessibility mandates.

7. There are a total of 20 proposed 2008/2009 capital projects out of 98 (20%) that address developing and/or improving accessibility at Texas state parks per both federal ADA and state Texas Accessibility Standards (TAS) regulatory requirements. These projects address physical repairs and modifications of state owned and operated facilities to ensure accessibility for people with disabilities at the total cost of $6,274,100. Whereas these projects are prudent and necessary for public facilities, they do not typically yield increased revenues or attendance at the state parks in which they are located.

   Maintaining compliance with federal ADA requirements at state parks is critical for the State of Texas to continue leveraging state funds in order to receive the return of federal excise taxes paid by Texans.

The Consultant Team noted that the majority of projects that address accessibility to minimum ADA standards are necessary to remain in compliance with federal mandates. Failure to maintain compliance with these federal mandates can potentially risk TPWD eligibility to receive any form of federal funding that support all divisions of the agency beyond state parks, including but not limited to grants and federal aid that support fish and wildlife programs.

8. There are a total of 18 proposed FY 2008/2009 capital projects (18%) that address repair and improvement to historic structures that allow for preservation of their historic integrity, continued availability of structures or facilities for service to the public, and/or enhanced adaptive reuse of historic structures for service to the public at Texas state parks. Construction and repair projects involving historic facilities and structures are universally more expensive than projects of similar scope not involving historic structures.

   Not including the project pertaining to the Battleship *Texas* because of the magnitude of the expense associated with it, the current 2008/2009 proposed capital projects addressing historic structures and facilities totals $6,101,500, or approximately 9% of the total proposed capital budget. Approximately 42% of the total proposed capital budget is for the dry-berthing of the Battleship *Texas* ($29,000,000). Even though these projects do not typically yield increased revenues or attendance at the state parks in which they are located, it is the recommendation of the Consultant Team that all projects addressing the historical structures and facilities be funded.

INTRODUCTION

Rider 30 requires TPWD to develop a *Business Plan for Construction or Repair of Facilities* (*Business Plan*). As part of the *Business Plan* project, Rider 30(a) requires an assessment of the 2007/2008 proposed capital improvements by an outside party. This assessment is to address the following specific questions:

1. Will repairs or new construction increase park attendance?
2. Will repairs or new construction generate additional revenue to cover costs?

The scope of the Consultant Team project included a review of the criteria utilized in Rider 30(g) by TPWD, and review and comments provided on the TPWD Project Justification Process for SAO 3.1, and Project Prioritization Process for SAO 3.6 and 3.7. In addition, the Consultant Team evaluated the TPWD cost estimating process for capital repair, replacement and new construction. These evaluations were conducted in order to gain a full understanding of TPWD responses to these requirements and integrate aspects of these components into the evaluation of capital projects where appropriate.

The 80th Texas Legislature directed TPWD to develop a *Business Plan for Construction and Repair of Facilities* to address multiple elements as defined below:

a. The results of a study contracted with a private vendor having expertise in public attendance and collections to determine whether repairs or new construction will increase park attendance and generate additional revenue to cover costs;

b. The status of controls to ensure park visitation data is accurate and to enhance collections from park visitors;

c. Clearly define criteria and methodologies to identify health and safety repair needs and a list of identified projects meeting that criteria;

d. Cost estimate for each facility (project);

e. Estimated construction timeline for each facility (project);

f. The potential savings from using more economical materials for historic structural repairs; and

g. An analysis of capital repairs or new construction, which consider, among other factors, the following:

    a. Whether a public need exists that warrants repairs or new construction;

    b. Whether repairs or new construction will enhance or maintain the recreational benefits or preserve the historical significance of sites; and

    c. Whether an adjacent state park or historic site can serve the demand for recreational opportunities.

TPWD submitted a draft of this *Business Plan* to LBB on September 30, 2007, containing all of the aforementioned elements with the exception of the requirements of Rider 30(a) above, of which LBB has granted an extension until March 31, 2008 for completion.

1.1 PURPOSE OF THE BUSINESS PLAN UPDATE

The purpose of the *Business Plan Update* is to provide the Texas Parks and Wildlife Department (TPWD) with sound guidance to direct both policy and action for improving the management of the capital program for the Texas State Park System.

The report that follows includes multiple levels of analyses and procedural recommendations that can be utilized by TPWD to improve the efficiency and effectiveness of managing the process of identifying, evaluating and conducting capital projects at Texas State Parks. In addition, this *Business Plan Update* is attentive to recent findings and requirements of the State Auditor's Office and TPWD's responses to the issues identified in SAO Report No. 07-021 (March 2007). To do so, there are a number of critical issues that have been addressed:

- Determination of the current visitation (demand) and predominant usage at the select parks in which the proposed capital projects are identified;
- Determination of the current capacity at the select parks in which the proposed capital projects are identified;
- Evaluation of how the existing conditions at the select parks in which the proposed capital projects are identified are affecting visitation and subsequent revenue generation; and
- Evaluation of whether improvements to the conditions at the select parks in which the proposed capital projects are identified will potentially improve visitation and subsequent revenue generation.

1.2 PHILOSOPHY OF THE PROJECT

The objective for the Consultant Team was to conduct an independent assessment of proposed 2008/2009 capital projects at Texas state parks to determine the impact of these projects on park attendance and potential to cover associated costs supported by quantifiable evidence. The Consultant Team provides the recommendations and findings herein with the assumption that the operating parameters and management of the park system will remain constant to the status quo.

In addressing the requirements for Riders 30(a), the Consultant Team adopted the following foundational values in developing and performing these assessments:

- Allow the public, or market, to identify needs that drive action and design
- Incorporate community input and values to gain consensus
- Promote revenue generation for financial sustainability while considering social needs
- Add value to operations
- Provide long-term strategies and short term tactics
- Customize strategies to meet the needs of organizations and communities
- Understand political environment for realistic recommendations and implementation

1.3 PROJECT WORK PLAN

The *Business Plan Update* has assessed the FY 2008-2009 proposed state park capital projects to determine whether proposed capital projects will increase park attendance and/or generate additional revenue to cover costs. This phase will be performed through two primary tasks:

1.3.1 SITUATIONAL ASSESSMENT

The situational assessment task is primarily the collection and evaluation of data, development of a final work plan, and initial coordination and communication with key stakeholders including the Legislative Budget Board staff, Lieutenant Governor, Speaker of the House, and Governor's Office. An assessment of existing data was performed to determine the availability and adequacy of the Department's information necessary to complete the analysis, in addition to on-site assessments of a sample of parks with proposed capital projects.

1.3.2 BUSINESS PLANNING ANALYSIS

This task was performed in accordance with Rider 30(a) requirements through the evaluation of the FY 2008-2009 capital projects against formalized evaluation criteria. Criteria were developed to evaluate the potential effect capital projects will have on park attendance and/or revenue that could be used to cover costs. Similarly, an assessment was made of the overall effect on attendance and revenue if the capital projects are not performed ("no action").

The criteria development process included a review of the criteria established by TPWD for Rider 30(g), the Project Justification Procedure for SAO 3.1, and the Project Prioritization Criteria for SAO 3.6. The final agreed evaluation criteria integrated with the planning and evaluation process for the State Park System Study (Rider 31) was organized into an evaluation model. This evaluation model serves as an objective tool for evaluating and recommending capital projects in the future.

1.4 STRATEGIC OUTCOMES

The scope and approach of this *Business Plan Update* was designed to produce strategic outcomes that attend to Legislative requirements and expectations of improving the management of capital projects at state parks and park operations. Specifically, the following outcomes are intended from the implementation of this update:

- Identify projected impacts of proposed capital projects on park attendance and revenue
- Provide a thorough cost / benefit analysis of proposed capital projects in the 2008/2009 biennium
- Enhance the policies and procedures of TPWD to improve the efficiency and accuracy of which capital projects are identified and evaluated
- Identify the consequences of not performing the proposed capital projects on park operations and visitor experience / satisfaction
- Strengthen the ability of TPWD to maintain state parks as destinations with wide demographic appeal

SITUATIONAL ASSESSMENT

The Consultant Team collected and reviewed data and information from TPWD and other sources to perform the necessary tasks supporting the *Business Plan Update*. This situational assessment served as the basis for documenting the amount and integrity of existing data, and established the base assumptions required for applying the data and/or collecting additional data and information as needed. The assessment entailed establishing the baseline situation for each park related to asset inventory, service offerings, attendance trends, revenue and expense trends, and related operational factors.

2.1 UTILIZATION OF AVAILABLE DATA

The Consultant Team acquired expansive data from TPWD regarding the revenue and expenses by park, assets by park, previous capital projects and improvements, and visitation. Data sources include but are not limited to: fiscal year budgetary data from 2003 to 2007, annual visitation data by park, site abstracts, Facility Management Information System (FMIS), updated proposed capital project information, previous Department submissions as required by the State Auditor's Office, previous studies performed on the state park system, and recent stakeholder focus group findings.

The data requested from TPWD to conduct the mandated analyses of both the currently proposed capital projects (Rider 30a), as well as to develop a robust *Park System Development Plan* (Rider 31) includes the following:

- State Auditor's Report No. 07-021 and TPWD's response information
- TPWD's Response to Riders 30 (b) – (g)
- Facility Management Information System (FMIS) data
- Historical Budget/Actual by Park and Program Area including:
    - Attendance History
    - Revenue History
    - Expenditure History
    - Capital Improvements
    - Documentation of maintenance programs
- Available market research, operational data, and procedures
    - Previous studies conducted on the State Park System and its users
    - Results of recent stakeholder processes and focus group findings
    - Stakeholder and community leadership identification
- Service offerings and Recreational Opportunities by Park
    - General programs and services by park
    - Available recreational opportunities for the public by park

The data and information collected throughout the project was utilized to support findings and conclusions derived by the Consultant Team supporting the following requirements of Rider 30(a). Specifically, data requirements and how data was utilized to address the specific mandates of Riders 30(a) are outlined in **Table 1** below.

Requirement	Data Utilized	Analysis Performed
Will repairs or new construction increase park attendance?	1. Capital projects data 2. Park visitation data 3. Market research data 4. Additional stakeholder data to be collected	A facility and market analysis will be performed to determine park capacity, utilization rates, and community demand. A performance study will determine the potential impact of proposed capital projects on visitation.
Will repairs or new construction generate additional revenue to cover costs?	1. Capital projects data 2. Park expense data 3. Park revenue data 4. Operational cost recovery data 5. Market research data 6. Additional stakeholder data to be collected	A facility and market analysis will be performed to determine park capacity, utilization rates and community demand. Additionally, a pricing and program performance study will be conducted to determine the financial impact of increased visitation, shifts in usage trends, or changes in average dollars spent by visitor as a result of proposed capital projects.

Table 1: Data Utilization Table

A summary of findings from assessing this data are detailed in **Tables 2(a) – (b)** below and on the following page.

Data Requested	Data Provided	Data Collection	Comments
TPWD's response to Rider 30 (b) – (g)	TPWD's response to Rider 30 (b) – (g)	Complete	None
TPWD's response to SAO 3.1, 3.6 and 3.7	TPWD's response to SAO 3.1, 3.6 and 3.7	Complete	Recommendations will be provided as indicated in Phase 1, Task 2(a) of the *Detailed Work Plan*
Facility Management Information System (FMIS) data	Facility Management Information System (FMIS) data	Lifecycle tracking of assets	Lifecycle tracking is a planned expansion of FMIS
Recent expenditure history by park and program area	2003 - 2007 expenditure data by park	Complete	Expense data for the park operated by private concession is not readily available
Recent revenue history by park and program area	2005 – 2007 revenue data by park	Complete	None

Table 2a: Summary Data Findings Matrix

Data Requested	Data Provided	Data Collection	Comments
Recent attendance history by park and program area	2004 – 2007 visitation data by park	Complete	Attendance data for parks have been classified as a best estimate by TPWD
Recent capital improvements by park	Overview of major capital improvements at state parks	Complete	TPWD is actively working to further enhance and develop the ability for long-term capital project tracking.
Documentation of maintenance programs by park (people, equipment, standards/processes, budget	Park maintenance programs	N/A	Data was collected through work sessions with the state park management staff
Available market research, operational data, and procedures	Previous studies detailed in Section 3.2 of this report	N/A	None
Service offerings and recreational opportunities by park	Programs and services as listed in the Texas State Park Guide and TPWD website	Complete	Interviews with local park managers verified completeness of data

Table 2b: Summary Data Findings Matrix (cont'd)

2.1.1 ATTENDANCE / VISITATION DATA

Attendance and/or visitation data varies greatly by park and has had challenges in the past with accuracy based upon the methodologies for data collection. Specifically, in the years preceding 2007, multiple types and models of traffic counters were utilized to capture visitation data at state parks resulting in great differences in data integrity and validity. In order to correct this TPWD has taken proactive measures to simplify its data collection techniques and to make measurement instruments uniform across all sites.

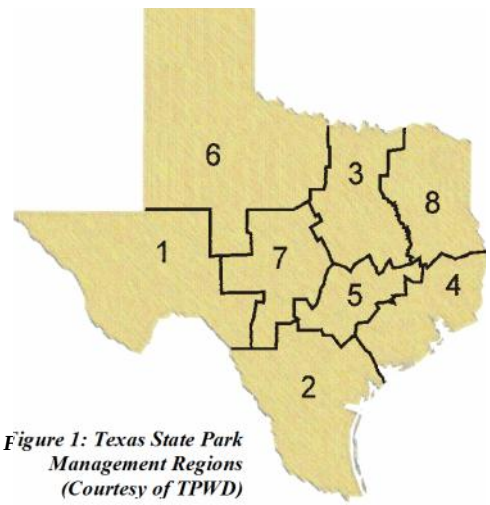

Figure 1: Texas State Park Management Regions (Courtesy of TPWD)

The enormity and expanse of the Texas state park system contributes strongly to both the accessibility of the individual parks, as well as the challenges in managing their systemic operations. Texas parks range in location from extremely rural and remote, to those embedded in some of the nation's largest metropolitan areas. Of the eight park management regions, five boast estimated visitation over 1,000,000 people annually in 2007. Region 3, consisting of 19 parks within a 100 mile radius of the Dallas / Ft. Worth metropolitan area, was the most heavily visited as a region with approximately 1,803,799 annual visitors. Region 1, consisting of 17 parks in far west Texas, indicated

the least amount with approximately 412,960 annual visitors. It is also notable that Region 7 parks in the Texas Hill Country experienced the second largest amount of visitors in FY 2007 (approximately 1,344,939), and yet is among the least populated regions and does not contain a major urban area. This is further evidence that state parks in certain regions of the state play a major role in attracting and servicing visitors from out of the region and out of state. **Table 3** below details FY 2007 estimated visitation by park management region.

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Total Park Visitation
2007 Visitation	412,960	1,372,968	1,803,799	1,411,430	1,195,375	896,844	1,344,939	855,545	9,239,860

Table 3: Texas State Park Estimated 2007 Visitation by Region

The ten most heavily visited Texas State Parks in 2007 across all regions are detailed in **Table 4** below. These ten parks hosted a total of 3,143,208 visitors in FY 2007, representing 34.01% of all visitation to the Texas State Park System (108 parks/sites) in that period.

State Park / Site	Park Region	Estimated 2007 Visitation
Cedar Hill State Park[∇]	3	531,153
Goose Island State Park[∇]	2	371,519
Mustang Island State Park	2	342,356
San Jacinto Battleground State Historic Site[∇]	4	330,216
Garner State Park[∇]	7	303,874
Palo Duro Canyon State Park[∇]	6	301,931
Brazos Bend State Park[∇]	4	258,378
Galveston Island State Park	4	243,560
Lake Casa Blanca International State Park[∇]	2	234,873
Bastrop State Park[∇]	5	225,348
TOTAL		**3,143,208**

Table 4: Ten Most Heavily Visited Parks in FY 2007

Estimated FY 2007 visitation for the 40 state parks or historic sites that feature proposed capital projects in the FY 2008/2009 biennium, including the ten most heavily visited parks listed above are detailed in **Tables 5(a) – (b)** on the following two pages.

[∇] FY 2008/2009 proposed capital projects are present at this site.

State Park or Site	Park Region	Total Day Visits	Total Overnight Visits	Total FY 2007 Visits
Balmorhea State Park	1	27,468	24,525	51,993
Bastrop State Park	5	176,854	48,494	225,348
Battleship *Texas* State Historic Park	4	85,601	0	85,601
Big Spring State Park	6	35,079	584	35,663
Brazos Bend State Park	4	208,057	50,321	258,378
Buescher State Park	5	18,059	19,064	37,123
Cedar Hill State Park	3	453,317	77,836	531,153
Choke Canyon State Park – Calliham Unit	2	38,720	9,325	48,050
Choke Canyon State Park – South Shore Unit[∇]	2	60,426	0	60,426
Daingerfield State Park	8	33,788	21,946	55,734
Davis Mountains State Park	1	39,442	37,527	76,969
Enchanted Rock State Natural Area	7	157,712	38,179	195,891
Falcon State Park	2	63,429	19,950	83,379
Fanthorp Inn State Historic Park	5	1,829	0	1,829
Fort Richardson State Historic Park	6	31,680	17,200	48,880
Garner State Park	7	80,866	223,008	303,874
Goliad State Historic Park	2	36,396	12,351	48,747
Goose Island State Park	2	311,418	60,101	371,519
Hueco Tanks State Historic Park	1	19,227	4,059	23,286
Huntsville State Park	5	143,868	59,219	203,087
Inks Lake State Park	7	38,219	104,505	142,824
Kickapoo Cavern State Park	1	713	0	713

Table 5a: Estimated FY 2007 Visitation at State Parks with 2008/2009 Capital Projects

[∇] Overnight visitation at Choke Canyon South Shore Unit is zero due to closure of the campground from lack of operating funds.

State Park or Site	Park Region	Total Day Visits	Total Overnight Visits	Total FY 2007 Visits
Lake Brownwood State Park	6	33,307	40,888	74,195
Lake Casa Blanca International State Park	2	192,549	42,324	234,873
Lake Corpus Christi State Park	2	51,700	38,759	90,459
Lake Livingston State Park	4	117,420	66,149	183,569
Lake Somerville State Park – Birch Creek Unit	5	89,200	45,227	134,427
Lake Somerville State Park – Nails Creek Unit	5	46,824	581	47,405
Lake Texana State Park	4	22,939	40,247	63,186
Lake Whitney State Park	3	52,561	32,133	84,694
Longhorn Caverns State Park	7	Longhorn Caverns State Park is completely operated by a private concessionaire. Park visitation data from the concessionaire were not available at the time of publication.		
Lost Maples State Natural Area	7	67,945	19,859	87,804
Lyndon B. Johnson State Historic Park	7	160,272	805	161,077
Martin Creek Lake State Park	8	44,442	27,469	71,911
Mission Tejas State Historic Park	8	10,686	4,212	14,898
Palo Duro Canyon State Park	6	254,305	47,626	301,931
Possum Kingdom State Park	6	27,698	30,405	58,103
San Jacinto Battleground State Historic Park	4	330,216	0	330,216
Sea Rim State Park	4	0	0	0
South Llano River State Park	7	26,235	28,977	55,212
Tyler State Park	8	49,575	55,069	104,644
Wyler Aerial Tramway	1	26,050	0	26,050

Table 5b: Estimated FY 2007 Visitation at State Parks with 2008/2009 Capital Projects (cont'd)

The forty (40) parks listed above in which there are proposed FY 2008/2009 capital projects hosted a total of approximately 5,015,121 visitors in FY 2007, representing an estimated 54% of all visitation to the Texas State Park System (93 parks/sites) during that period.

2.1.2 REVENUE / EXPENSE DATA

Revenues and expenses were collected by park and organized by management region. This methodology allows for park regions to be assessed collectively for purposes of identifying where there are notable areas of opportunity for performance enhancement on a larger scale beyond an individual park analysis.

Cost recovery is calculated as a ratio of revenues to expenses at the local park level. This ratio does not include park management or administrative costs other than the direct operational expenses of each local park. In FY 2007, the state parks operated at 65.50% cost recovery which reflects above average performance in comparison to peer park systems at the local, state and national level. Whereas, this cost recovery ratio is above national averages for park operations, an increase in this ratio is not necessarily reflective of a high quality park system. A large contributor to the cost recovery percentage is the historic limitations on operational budgets available to the Texas State Park System, which makes it difficult to remain responsive to public demand and manage the quality of aging state assets.

In FY 2007, three park regions operated above the average cost recovery percentage of the state park system – Region 3 in the Dallas/Ft. Worth area, Region 5 in Central/East Central Texas, and Region 7 in the Texas Hill Country. It is notable that Region 7 actually operated with nearly an eight percent (8%) revenue surplus as reflected in the FY 2007 revenue and expense data provided. A revenue and expense summary analysis is illustrated in **Tables 6 through 8** below.

	State Park System
Total Revenues	$ 34,882,349.00
Total Expenses	($ 53,255,859)
Balance	($ 18,373,510)
Cost Recovery Percentage	65.50%

Table 6: Texas State Park System Revenue, Expenses, and Operational Cost Recovery in 2007

	Region 1	Region 2	Region 3	Region 4
Total Revenues	$ 3,407,106	$ 3,438,801	$ 5,496,598	$ 4,218,247
Total Expenses	$ 5,903,258	$ 6,916,963	$ 7,255,011	$ 7,498,757
Balance	($ 2,496,152)	($ 3,478,162)	($ 1,758,414)	($ 3,280,510)
Cost Recovery Percentage	57.72%	49.72%	75.76%	56.25%

Table 7: Regions 1 through 4 Revenue, Expenses, and Operational Cost Recovery in 2007

	Region 5	Region 6	Region 7	Region 8
Total Revenues	$ 4,289,646	$ 3,085,800	$ 6,692,132	$ 4,254,020
Total Expenses	$ 6,386,053	$ 5,202,845	$ 6,272,397	$ 8,329,474
Balance	($ 2,096,406)	($ 2,117,045)	$ 419,735	($ 4,075,455)
Cost Recovery Percentage	67.17%	59.31%	106.69%	51.07%

Table 8: Regions 5 through 8 Revenue, Expenses, and Operational Cost Recovery in 2007

The state parks that operated with 100% or higher cost recovery of operational expenses in FY 2007 are detailed in **Table 9** below. It is important to note that seven (7) of the top 11 performing parks (64%) feature proposed capital projects in the 2008/2009 biennium. Upon further review, the Consultant Team found that the performance statistics of these parks were a result of such extremely high visitation, and the majority of capital projects in these parks are addressing the typical deterioration of facilities from such heavy use.

State Park / Site	Park Region	FY 2007 Revenues	FY 2007 Expenses	Cost Recovery Percentage
Garner State Park[∇]	7	$ 2,206,138	($ 1,166,839)	189.1%
Enchanted Rock State Natural Area[∇]	7	$ 909,263	($ 503,722)	180.5%
Palo Duro Canyon State Park[∇]	6	$ 1,000,131	($ 731,573)	136.7%
Galveston Island State Park	4	$ 1,166,205	($ 861,235)	135.4%
Balmorhea State Park[∇]	1	$ 657,837	($ 493,133)	133.4%
Inks Lake State Park[∇]	7	$ 1,386,020	($ 1,154,340)	120.1%
Lost Maples State Natural Area[∇]	7	$ 421,606	($ 363,053)	116.1%
Lake Casa Blanca International State Park[∇]	2	$ 741,168	($ 651,731)	113.7%
McKinney Falls State Park	5	$ 613,549	($ 561,186)	109.3%
Ray Roberts Lake State Park	3	$ 967,049	($ 894,541)	108.1%
Pedernales Falls State Park	7	$ 642,949	($ 631,985)	101.7%

Table 9: Texas State Parks with 100% Cost Recovery or Higher in FY 2007

FY 2007 revenues, expenses, and cost recovery percentages for all 40 state parks or historic sites that feature proposed capital projects in the 2008/2009 biennium are detailed in **Tables 10(a) – (b)** on the following two pages.

[∇] 2008/2009 proposed capital projects are present at this site.

State Park or Site	Park Region	FY 2007 Revenues	FY 2007 Expenses	Cost Recovery Percentage
Balmorhea State Park	1	$657,837	($493,133)	133%
Bastrop State Park	5	$817,385	($915,331)	89%
Battleship *Texas* State Historic Park◊	4	$884,633	($1,072,401)	82.5%
Big Spring State Park	6	$31,630	($114,996)	27.5%
Brazos Bend State Park	4	$744,855	($836,449)	89%
Buescher State Park	5	$208,307	($240,133)	87%
Cedar Hill State Park	3	$1,180,714	($1,191,242)	99%
Choke Canyon State Park – Calliham Unit▽	2	$457,526	($627,834)	73%
Choke Canyon State Park – South Shore Unit▽	2	$0	($50,236)	0%
Daingerfield State Park	8	$263,356	($375,358)	70%
Davis Mountains State Park	1	$359,950	($361,251)	100%
Enchanted Rock State Natural Area	7	$909,263	($503,722)	180.5%
Falcon State Park	2	$198,612	($407,559)	49%
Fanthorp Inn State Historic Park	5	$0	($79,240)	0%
Fort Richardson State Historic Park	6	$164,885	($438,435)	38%
Garner State Park	7	$2,206,138	($1,166,839)	189%
Goliad State Historic Park	2	$167,748	($601,570)	28%
Goose Island State Park	2	$627,121	($712,777)	88%
Hueco Tanks State Historic Park	1	$124,969	($251,508)	50%
Huntsville State Park	5	$758,584	($773,971)	98%
Inks Lake State Park	7	$1,386,020	($1,154,340)	120%
Kickapoo Cavern State Park	1	$5,871	($130,009)	4.5%

Table 10a: FY 2007 Revenues, Expenses, and Operational Cost Recovery at State Parks with 2008/2009 Capital

◊ Revenues for San Jacinto Battleground State Historic Park are also reported from Battleship *Texas* State Historic Park.

▽Revenues and majority expenses for both units of Choke Canyon State Park are reported from the Calliham Unit. Expenses noted for the South Shore Unit are unique to the maintenance and operations of that unit only.

State Park or Site	Park Region	FY 2007 Revenues	FY 2007 Expenses	Cost Recovery Percentage
Lake Brownwood State Park	6	$513,821	($788,560)	65%
Lake Casa Blanca International State Park	2	$741,168	($651,731)	114%
Lake Corpus Christi State Park	2	$398,541	($706,516)	56%
Lake Livingston State Park	4	$629,152	($659,357)	95%
Lake Somerville State Park – Birch Creek Unit[∇]	5	$368,497	($493,236)	75%
Lake Somerville State Park – Nails Creek Unit[∇]	5	$85	($183,816)	0.05%
Lake Texana State Park	4	$288,414	($497,492)	58%
Lake Whitney State Park	3	$292,051	($482,034)	61%
Longhorn Caverns State Park	7	$147,732	$0	N/A
Lost Maples State Natural Area	7	$421,606	($363,053)	116%
Lyndon B. Johnson State Historic Park	7	$202,263	($904,305)	22%
Martin Creek Lake State Park	8	$248,940	($382,489)	65%
Mission Tejas State Historic Park	8	$38,296	($232,926)	16%
Palo Duro Canyon State Park	6	$1,000,131	($731,573)	137%
Possum Kingdom State Park	6	$351,123	($451,141)	78%
San Jacinto Battleground State Historic Park[◊]	4	$0	($891,915)	0%
Sea Rim State Park[⊕]	4	$1,116	($346,503)	0.32%
South Llano River State Park	7	$220,326	($413,921)	53%
Tyler State Park	8	$751,454	($848,951)	88.5%
Wyler Aerial Tramway	1	$249,777	($508,899)	49%

Table 10b: FY 2007 Revenues, Expenses, and Operational Cost Recovery at State Parks with 2008/2009 Capital Projects (cont'd)

[∇]Revenues and majority expenses for both units of Lake Somerville State Park are reported from the Birch Creek Unit; expenses noted for Nails Creek Unit are unique to the maintenance and operational requirements of that site only.

[◊] Revenues from San Jacinto Battleground State Historic Park are reported from the Battleship *Texas* State Historic Park.

[⊕] Sea Rim State Park has been closed due to damage sustained from Hurricane Rita.

The Consultant Team has discovered many potential visitor data versus revenue discrepancies that have been similarly commented on by the State Auditor's Office in the process of analyzing revenue and expense data in comparison to reported visitation for the same time period. These discrepancies have been explained by the Department as deficiencies in the traffic counters utilized to track visitation to the parks, as well as other examples including discounting that is extended to visitors under 13 years of age, school field trips, and pass holders. Even though this data suggests there are inadequacies in data collection methods that prevent our team from conducting financial analyses with greater integrity, more accurate data is not available at this time. In order to correct this TPWD has taken proactive measures to simplify its data collection techniques and to make measurement instruments uniform across all sites. The subsequent analyses performed on these parks will utilize the current data as a reference point from which projections will be made.

2.1.3 FACILITY MANAGEMENT INVENTORY SYSTEM (FMIS)

Texas Parks and Wildlife initiated the development of the basic structure of a Facility Management System in early 1998. Since that time, the system has evolved into the current Facility Management Information System that provides a standardized means for storing information about assets, locations, regions, legislative districts, facility needs, and proposed projects.

The FMIS contains over 110 tables of information related to the management of all TPWD facilities, including detailed asset and project information. Information on facility assets includes, but is not limited to following:

- Name of asset
- Asset location (e.g., state park and county)
- Asset description
- Current usage
- Inactivity of asset (if applicable)
- Facility needs (e.g., description of need, justification, and estimated costs)

Information on project data includes, but is not limited to:

- Proposed project name
- Description of project
- Location
- Project type

Built into the FMIS are varying reports that generate summary data at the system and park level. The "AssetsPerLocation" report summarizes asset type totals by state park, with asset types broken down into the following example categories with corresponding numbers of assets per category in parentheses. The representative list in **Table 11** below is not intended to be exhaustive of all assets reported in FMIS.

Asset Type	No.	Asset Type	No.
Bridges, docks, piers, and boardwalks	321	Fencing	559
Buildings	4,227	Land	257
Camp Areas	358	Wastewater	244
Camp Sites	7,287	Water	256
Day Use Areas	359	Water bodies	90

Table 11: Sample Asset Inventory from FMIS

Figure 2 below provides an abbreviated sample of the data generated by the "AssetsPerLocation" report for Abilene State Park.

Abilene SP P001

Asset No.	Asset Name	Asset Type	Prop No.
Bridges, Docks, Piers, Boardwalks			
18973	Bridge on Elm Creek Trail	Trail Bridge	997607
19045	Buffalo Wallow Fishing Pier	Dock	
Buildings			
4300	Hay Barn	Storage Shed	996270
4182	Headquarters - HQ Rock	Office Building	996118
Camp Area			
5082	Brushy Trail Camping Area	Camping Area	997302
31027	Buffalo Hollow Camping Area	Camping Area	
Camp Site			
32810	Brushy Trail #49	Campsite	997302
32837	Buffalo Hollow #91	Campsite	
Day Use			
40651	North Day Use / PT 01	Day Use Area	
882	Picnic Area - 2 Sites W/2T, G	Picnic Area	191169
Electric			
5078	Electric System - Abilene SP	Electric System (Site)	997298
Fencing			
19215	Entry portal	Portal	
2637	Fence around main park	Fence	897290
Land			
1903	Land - Abilene SP	Land - Park	894030
Pools			
2638	Swimming Pool - Swimming Pool W/P House W/2B	Swimming Pool	897294
Roads, Parking, Trails, Ramps			
2633	Access road by infrastructure office	Road	897285
29773	Brushy Trail Camping Loop Road	Road	897285
Site & Grounds			
8418	Sites And Grounds - Abilene	Site & Grounds	
Warning Systems			
903	Security System - Intrusion Alarm Radio Shack	Security System	191190
Wastewater (Central)			
2636	Wastewater System - W/2 Dump 1/Ls 1/Chlo	Sanitary Sewer System	897289
Water			
2634	Water System - Water System W/3 Wells/50,000 Tank	Domestic Water System	897287
Water Bodies			
41100	Lake Abilene	Lake	
Water Structures			
8140	Stone Dam	Dam	999414

Figure 2: Sample Data Report from FMIS

2.2 PREVIOUS STUDIES

Multiple previous studies and reports have been and will continue to be referenced throughout both phases of this project in order to insure continuity and strategic directions in the findings and recommendations provided by both the *Business Plan Update* and the *Park System Development Study*.

2.2.1 BUSINESS PLAN FOR CONSTRUCTION OR REPAIR OF FACILITIES (2007)

This report was presented to LBB by Texas Parks and Wildlife Department in response to Rider 30 of the House Appropriations Act (HB 1), as referenced herein. Beyond requirements detailed in Rider 30(a), the report as prepared by TPWD staff provides an assessment of controls to ensure park visitation data is accurate; defined criteria and methodologies to identify health and safety repair needs; cost estimates for

construction; construction timelines for each facility; potential savings from using more economical materials for historic structural repairs; and an analysis of capital repairs and or new construction considering whether public need exists to warrant construction, whether they will enhance or maintain the recreational benefits or preserve the historical significance of sites and whether an adjacent state park or historic site can serve the demand for recreational opportunities.

2.2.2 TPWD RESPONSE TO STATE AUDITOR'S OFFICE REPORT NO. 07-021 (2007)

TPWD has prepared draft responses to the SAO report detailing that the Department should improve its overall management and operation of the state park system. These responses include the establishment and/or enhancement of the Project Justification Process, in which construction repair or development projects are identified and justified; and the Project Prioritization Process, in which project priority is determined; and the "weighted scorecard" in which projects are scheduled and resourced.

2.2.3 FOCUS GROUPS WITH RECENT USERS AND LAPSED /NON-USERS OF TEXAS STATE PARKS (2007)

A private firm, Opinions Unlimited, conducted strategic focus group sessions with current and previous users of Texas state parks for purposes of exploring perceptions and behavior related to outdoor recreational activities in natural settings; awareness, perceptions, and usage of Texas state parks specifically; characteristics and factors which contribute to an enjoyable or successful experience with a focus on how it relates to the specific outdoor recreational activity or facility; overall satisfaction with experiences at Texas state parks; decision factors for selecting a park to visit and engage in specific recreational activities; sources of information about specific kinds of outdoor recreation in general, and Texas state parks in general; suggestions for increasing visitation to and utilization of Texas state parks, including weekday and fall/winter usage; and receptivity to four concepts (Yurts, Group Facilities, Outdoors Workshops, and Summer Camps).

2.2.4 LAND AND WATER RESOURCES CONSERVATION AND RECREATION PLAN (2002)

The *Land and Water Resources Conservation and Recreation Plan* is intended to guide the Department in conserving the state's natural and historic heritage and in providing public access to the outdoors. It specifically addresses conservation of land and water resources and corresponding recreation. Significant input from the public, state leadership, staff, and other experts was engaged for purposes of providing robust and relevant recommendations.

2.2.5 TEXAS PARKS AND WILDLIFE DEPARTMENT BUSINESS PRACTICES EVALUATION (2002)

This evaluation was performed by an independent consulting group, Elton Bomer, as a management audit for purposes of reviewing, analyzing, and making recommendations with respect to several operations, practices, or processes including the subjects covered in the State Auditor's report of October 2001. Additionally, this report examines fee increases for parks, hunting and fishing licenses, boats, and other activities.

2.2.6 TEXAS PARKS AND WILDLIFE FOR THE 21ST CENTURY: AN OVERVIEW OF THE TEXAS TECH UNIVERSITY STUDIES IN CONSERVATION AND RECREATION FOR THE COMING DECADES (2001)

This study conducted by Texas Tech University was prepared in order to identify important points of agreement in the public and amongst state leadership on the state's conservation needs and challenges. It was intended to learn prevailing perceptions held by Texans about the outdoors and the natural resources

of the state, as well as their perceptions of TPWD facilities and services. Additionally, this report worked to develop a complete inventory of the state's cultural and historic sites, and the gross acreage of public lands held for conservation and protection of wildlife.

2.2.7 TEXAS OUTDOORS: A VISION FOR THE FUTURE (1998)

The *Texas Outdoors: A Vision for the Future* study (prepared by Texas A&M University) conducted an analysis to explore needs and identify methods for providing adequate natural, recreational, historic, and cultural resources for Texas' future. Various agencies, conservation and recreation organizations (including the Texas Recreation and Park Society), private landowners, nonprofit groups, and others helped shape the study's scope and gave input throughout the process.

2.3 INTEGRATION OF PREVIOUS STUDIES TO CURRENT ANALYSIS

The Consultant Team took substantial effort to integrate the findings and projections of previous studies conducted on the state park system into the context under which the proposed 2008/2009 capital projects were evaluated. Additionally, the submissions of TPWD in response to the SAO Report No. 07-021 (March 2007) that addressed new Project Justification Procedures, Project Prioritization Criteria, and Project Prioritization procedures were utilized as a reference for the development of evaluation criteria utilized by the Consultant Team to perform the capital project analysis.

Specifically, the Consultant Team affirms that the criteria developed and adopted by TPWD in response to the SAO report are appropriate and reflective of industry best practices for identifying and evaluating capital projects. Upon thorough review of the Project Justification Procedures, the Consultant Team "bundled" the multiple fields of the TPWD Project Justification Process into the following five major criteria to be reflective of the prioritization criteria as seen in the *Priority Criteria for Project Planning* (p. 16) section of the *Business Plan for Construction and Repair of Facilities* as submitted in September 2007, with the addition of a criterion of public need.

BUSINESS PLAN ANALYSIS

The Consultant Team analysis of TPWD's *Business Plan for Construction or Repair of Facilities* was an iterative process that built upon the review and evaluations performed on the Department's response to the SAO report. This "scaffolded" approach allowed for leveraging the successes and highlights of the previous work completed by TPWD in response to Legislative and SAO requirements, while also allowing for the independence of our third-party, objective review.

This analysis involved multiple steps to derive the required results – a determination of each proposed capital project at state parks in 2008/2009 as to their effect on park visitation and revenue generation. While utilizing the immense quantities of data collected and the diversity of previous studies and reports as a reference point, this analysis included the following steps:

1. Development and refinement of appropriate evaluation criteria
2. Assessment of state parks that feature FY 2008/2009 proposed capital projects
3. Evaluating public need relevant to these parks and their proposed projects
4. Calculating a park utilization rate that measures facility capacity compared to usage
5. Develop and implement a capital project evaluation model that effectively utilizes the established criteria and considerations
6. Generate a prioritized listing of proposed capital projects by ratio of projected costs to projected benefits
7. Evaluate each proposed capital project for its projected impact on park attendance and revenues

The sections that follow describe these steps in greater detail, as well as provide the results of this analysis.

3.1 EVALUATION CRITERIA

Beyond the recommendations provided to TPWD on the Department's responses to SAO 3.1, 3.6 and 3.7, the Consultant Team sought to further simplify the criteria utilized to evaluate and score proposed capital projects. The model that was developed to integrate results from applying these criteria to proposed capital projects adopted the following three major tenets:

1. A compensatory approach to project evaluation utilizing an alternative-based review strategy produces superior results than a holistic evaluation of accumulated score. Simplified, a project's high score on certain criteria will "compensate" for a lower score on other criteria in the overall prioritization process. This can vary by project.
2. In some projects, evaluation criteria are order-sensitive in that a failure of these projects to meet a minimum threshold score on certain criteria will immediately eliminate the project from further review and consideration.

3. Select criteria will be a culmination of multiple measures that are combined in different ways including weighted formula, amplified effect, and accumulation. These methods will vary by criteria.

The following examples demonstrate the practical application of these tenets, or "rules of engagement," in the evaluation of capital projects at Texas state parks:

- Health, safety, and regulatory requirements may elevate the priority of a capital project as a public obligation despite a low score on projected financial returns or increased park attendance.
- Projects that do not directly or indirectly support the mission of TPWD or individual parks should not receive further consideration.
- Projects that have a health, safety or regulatory issue but are not in demand as measured by public usage, and will not have any noticeable effect on park operations or customer satisfaction should be critically reviewed to be eliminated from further consideration.

The evaluation criteria utilized in this analysis included a measure of public need, non-emergency health and safety requirements, regulatory requirements, impact on business continuity and park operations, effect of taking no action, and support of the TPWD agency mission.

3.1.1 Measure of Public Need

Public need was applied in this evaluation as a *measure of the degree in which recreational amenities and/or opportunities are in demand by the public*. This is a measure that can quantified through a number of methods that are not mutually exclusive, but reflect both objective and subjective assessments of public demand and preference. Examples of assessing public need in this context include:

- Visitation data of the site
- Predominant usage patterns of a site or park by the public (i.e. day visits, overnight stays at improved campgrounds, overnight stays at primitive campgrounds, etc.)
- Usage measures of a site aspect (i.e. campground or picnic areas) in relation to total capacity (i.e. annual or seasonal occupancy rate)
- Reservation demand statistics (i.e. how far in advance are amenities that require prior reservation being reserved)
- Percentage of repeat users of a park or specific amenity of a park
- Market research / stakeholder input on preferred amenities within state parks

Typically, a robust measure of public need will involve two or more of the above types of data, normalized and combined to produce a result that is reliable and simple to calculate. In this evaluation, a confident measure of public need was performed by reporting results from three of the above types of data:

- Total annual visitation to the site
- Occupancy of a specific site aspect
- Results from recent market research and/or stakeholder input

The assessment of public need as measured through this combination of methodologies could produce the following hypothetical results:

> *XYZ State Park reports a total annual visitation of 50,000 visitors, including 37,000 single day visits and 13,000 overnight users. The campground operates at a 35% annual occupancy that is largely characterized by 85% occupancy during the peak visitation months of June through September. Results from the recent stakeholder survey conducted with state park users indicate that improved campsites are in high demand and a preferred amenity of state parks.*

For the purposes of translating this assembled measure of public need into a single rating of public need (low, moderate, high), criteria was established that will provide tiers of thresholds with which a rating could be applied. Regarding occupancy measures, it is recommended that if any 120-day period of an annual cycle represents 50% or more of the annual traffic to a specific site amenity (e.g., campgrounds or cabins), that this period be considered significant peak use and utilized as the occupancy measure reflecting demand for that amenity. An example of this is provided in **Table 14** below. The characteristics of XYZ State Park from our hypothetical example above are highlighted in yellow.

Annual Visitation	Rating	Peak use occupancy	Rating	Market research	Rating
Less than 10,000	Low	Less than 50%	Low	Not supportive	Low
10,000 – 75,000	Moderate	50% - 75%	Moderate	Supportive	Moderate
75,000+	High	75%+	High	Strongly supportive	High

Table 14: Assessing Public Need

In this case, XYZ State Park would receive an overall public need rating of "high" due to the consistently high levels of all independent measures. Parks that have inconsistent results for different measures of public need are potentially more complicated to combine and assess.

Utilizing a weighted formula methodology to combine independent measures of public need required a prioritizing of the independent measures. Taking from the example above, the assessments of total visitation, occupancy, and relevant market data regarding public preferences were prioritized as to their relative level of importance to the overall measure of public need. **Table 15** on the following page provides a detail of the priorities assigned to the different measures of public need. The established priority of a measure has a corresponding multiplier value, indicated in parentheses, which is applied to the scoring system for ratings mentioned in the previous section.

Priority	Measure	Justification
High (3)	Occupancy	This measure reflects the demand under which the park, or its specific amenities, is under from the public. It is assumed if demand were lower, so would be occupancy.
Moderate (2)	Visitation	This measure is also reflective of demand, but is subject to be skewed by other factors such as proximity to major population centers.
Low (1)	Market research	This measure reflects public preferences, but was taken from a state-wide survey and may not completely reflect the values and demands of the region this park serves.

Table 15: Applying Weights to Independent Measures of Public Need

Numerical values were assigned to independent ratings and a range of values were established that translated to an overall, or combined, rating. Once multiplied by their respective values and combined, scores ranging from 20.0 – 69.9 could receive a "low" combined rating, scores 70.0 – 119.9 receive a "moderate" combined rating, and scores 120.0 – 180.0 receive a "high" combined rating. Examples of a weighted formula methodology with the priorities assigned in **Table 15** utilize the process depicted in **Table 16**:

Park	Occupancy Rating	Priority Value (x3)	Visitation Rating	Priority Value (x2)	Market Rating	Priority Value (x1)	Combined Rating	Summary
A	High (30)	90	Low (10)	20	Moderate (20)	20	High (130)	High public need
B	Moderate (20)	60	Low (10)	20	High (30)	30	Moderate (110)	Moderate public need
C	Low (10)	30	Moderate (20)	40	Low (30)	30	Moderate (100)	Moderate public need
D	Low (10)	30	Low (10)	20	Low (10)	10	Low (60)	Low public need

Table 16: Combining Independent Measures of Public Need in a Weighted Formula

All of the 40 state parks in which 2008/2009 proposed capital projects were present have been analyzed as to their estimated annual visitation and peak use occupancy of reserved amenities. Additionally, preliminary results from both the community leadership interviews and a statewide household survey have been combined with the findings from the recently completed focus group sessions to determine market preferences and trends. These independent variables have been successfully combined to produce a reliable measure of public need for these parks and their associated capital projects.

3.1.2 HEALTH AND SAFETY REQUIREMENTS

Health and safety requirements of parks and their capital projects were evaluated based upon the recently adopted Health and Safety Monitoring Policy of TPWD, and the prioritization criteria of SAO 3.6. Specifically, capital projects were analyzed on the dimensions of health and safety priorities outlined in **Table 17** below.

Health and Safety Criteria	Rating
Health and safety concerns will develop in 6 to 12 months	Critical
Health and safety concerns will develop in 12 to 24 months	Moderate
Health and safety concerns will develop after 24 months or greater	Preventative
Health and safety concerns can be avoided by closure of the facility	Deferrable
There are no health and safety issues	No issues

Table 17: Health and Safety Evaluation Criteria

TPWD senior management, with agreement from the Consultant team, determined that projects constituting a health and safety "emergency" will forego further evaluation and be managed separately and immediately by the agency.

3.1.3 REGULATORY COMPLIANCE

Parks and sites were assessed with regard to compliance with applicable state and federal regulations. Given the diversity of TPWD sites, there are multiple regulatory agencies that have jurisdiction over all or part of each park. Compliance with regulations from the same sources as those identified in the TPWD response to SAO 3.1 were analyzed and rated as described in **Table 18** below.

Regulation Compliance Criteria	Rating
Regulating agencies require immediate compliance with standards	Critical
Regulating agencies require compliance with standards within three (3) years	Moderate
Regulating agencies recommend higher level of compliance with standards	Preventative

Table 18: Regulatory Compliance Evaluation Criteria

3.1.4 BUSINESS IMPACT

The Consultant Team reviewed proposed 2008/2009 capital projects at state parks on their projected impact on the business performance of the park or site in which they are located. Additionally, we strongly recommend that TWPD continue this aspect of capital project evaluation as incorporated into both the project justification and prioritization processes. This variable applies one of the following measures of the estimated budgetary impact of capital repair, replacement and new developments at parks in which the model is applied:

- Capital project will increase operational cost recovery of the park

- Capital project will preserve existing operational cost recovery of the park
- Capital project will have no effect on operational cost recovery of the park
- Capital project will decrease operational cost recovery of the park

Operational cost recovery is a ratio of direct operating expenses and earned revenues at the park in which the capital project is proposed. This measure is adopted as the estimated budgetary impact because of its inclusiveness of both expenses and revenues. The examples detailed in **Table 19** below demonstrate the application and appropriateness of operational cost recovery as a budgetary impact measure.

Proposed Capital Project	Projected Impact on Operating Expenses	Projected Impact on Earned Revenues	Projected Budgetary Impact
Construction of new RV camping loop	Increase expenses associated with maintenance and utilities	Increased revenues are projected to be larger than increased expenses	Increased operational cost recovery
Significant repair of deteriorated bathroom	Decreased expenses associated with less required maintenance	Revenues not anticipated to change in the short term	Increased operational cost recovery
Connection to public water supply from a failing well	Nominal increase in operational expenses	Revenues not anticipated to change in the short term	Operational cost recovery of the park is preserved - increased customer satisfaction from more reliable water supply
Replace roof on maintenance barn	No change in operational expenses	No additional revenues anticipated	No effect on operational cost recovery
Upgrade wastewater system that is failing	Increase in operational expenses is anticipated	Revenues not anticipated to change in the short term	Operational cost recovery is preserved if the system is currently failing and causing impact on customer experience
Upgrade wastewater system that is currently sufficient	Increase in operational expenses is anticipated	Revenues not anticipated to change in the short term	Decreased operational cost recovery if the current system is adequate and no upgrade is immediately necessary

Table 19: Business Impact Evaluation Criteria

In most cases, the Consultant Team observed that the proposed 2008/2009 capital projects at state parks had a high probability of either increasing the operational cost recovery or preserving the existing cost recovery of the park. This is due to the following circumstances:

- Capital projects addressed deteriorated assets or structures that were requiring more routine maintenance to keep in working condition than updated assets would.

- Capital projects improved assets that have direct market appeal and either provide for the application of increased fees, increased usage, or both.

3.1.5 CONSEQUENCE OF NO ACTION TAKEN

The Consultant Team reviewed 2008/2009 proposed capital projects at Texas state parks against criteria that evaluated the consequence of no action taken to ongoing park operations. This is a critical aspect of capital project evaluation because of the realistic implication that the result of not performing select capital projects can be detrimental for the following reasons:

- Not performing the capital project in the 2008/2009 biennium hinders the ability of the state to increase park visitation and subsequent earned revenues because of continued deterioration of the quality of customer experiences.
- Deferment of the capital project hinders the ability of the state to achieve a high quality park within a reasonable time period.
- The capital project is necessary to protect the quality of state assets that continue to deteriorate significantly faster than if the project is not performed at this time.
- Not performing the capital project in the 2008/2009 biennium does not eliminate the need to perform the work within the next five years.
- Deferring the capital project to a later date will require a greater state investment to address the issues requiring the project due to observed 10-13% annual inflation in the construction industry.

Proposed capital projects for the 2008/2009 biennium were evaluated on the following five no action criteria:

- No action will decrease cost recovery of the park and have a negative impact on current park use.
- No action will decrease cost recovery of the park and have no impact on current park use.
- No action will not affect cost recovery of the park or park usage.
- No action will increase cost recovery of the park and have no impact on current park use.
- No action will increase cost recovery of the park and have a negative impact on current park use.

3.1.6 MISSION SUPPORT

It is critical that all capital projects proposed and approved for TPWD be aligned with the overall mission of the agency. Whereas this was not an evaluation aspect that weighted one aspect of mission support over another, the evaluation did verify that the proposed capital projects for the 2008/2009 biennium were compliant with the mission of TPWD. Capital projects were reviewed to be aligned with one or more of the following mission aspects:

- Provide public park facilities
- Provide public recreation opportunities

- Provide environmental / conservation education
- Provide conservation of natural resources
- Provide protection of historic / cultural resources
- Provide watershed protection
- Provide economic development through the management and operations of state parks

3.2 State Park Assessments

The Consultant Team visited a sample set (8) of the parks from the prioritized list of Capital Projects identified by TPWD for FY 2008/2009. The Team evaluated the projects chosen and the cost estimates completed by the Department. In addition, the sites were assessed against the established evaluation criteria discussed above.

State park sites were selected by the Consultant Team for a site assessment based upon, but not limited to the following criteria:

- Sites with capital projects in FY 2008/2009
- Sites that are significant revenue generators
- Sites with potential for additional visitation and revenue with upgrades
- Sites with little opportunity for visitation and revenue enhancements
- State Natural Areas
- Historic Sites
- Sites with endangered or critical resources (natural or cultural)
- Sites in close proximity to large population centers
- Extreme rural area parks

Each site assessment of a park or facility utilized extensive pre-visit interaction with park managers to gather relevant data, as well as an on-site interview to further define important aspects of park performance and customer characteristics. The following aspects were reviewed by the assessment team prior to the park visit, and further confirmed while present on site.

1. FY 2007 visitation
2. Previous FY revenue and expenses
3. Project charters
4. FMIS facility needs
5. Facility inventory
6. Facility condition analysis (state of repair)
7. Mapped predominant site usage patterns

8. User/visitor profiles
9. Inventory of nearby facilities and service providers
10. Maps of the park, bio-region, flora and fauna patterns, topography, flood zones, trail maps, high impact vs. natural areas, landscape management zones, non historic cultural values, historically significant amenities and interpretive areas, schematic utilities plan, and overall land use plan
11. Latest park master plan

Additionally, the following amenities and park elements were reviewed to gather specific information supporting the identified needs for the proposed capital projects, as well as to establish a general assessment of conditions at the park:

1. Infrastructure
    a. Roads, entryways and exits, traffic control measures, parking
    b. Utilities
2. Buildings
    a. Park headquarters
    b. Restrooms
    c. Cabins, lodges, dormitories, shelters
    d. Manned kiosks
    e. Special event buildings
3. Recreation amenities
    a. Trails
    b. Campgrounds
    c. Playgrounds
    d. Docks, boat ramps
    e. Boardwalks, bridges, elevated walkways
    f. Interpretive areas, signage
    g. Other
4. Natural and/or cultural resources
    a. Prominent natural features
    b. Prominent historical/cultural features
    c. View corridors
5. Public programming
    a. Direct delivery (state park staff provided)
    b. Indirect delivery (vendor or concessionaire provided)

The total on-site assessment package included 22 parks that were additionally reviewed for evaluations pertaining to Rider 31, besides those chosen for the FY 08-09 capital improvements review. The facility condition and operational assessments examine the condition of the facilities at these parks, and describes the services offered and the challenges affecting the operations of the individual state parks.

The following facility conditions and operations report is a synopsis of entry experience as perceived by a user, description of roads and access, and a general description of the overall site depicting major issues to be addressed, as well as high quality elements of the park. Additionally, these reports include a summary of perceived operational highlights and issues. These reports are organized by park management region across the state and the descriptions below each park region define the number of parks and major urban areas for each region. Major urban areas are defined as those with populations estimated over 125,000 persons in 2006, as estimated by the US Census Bureau.

3.2.1 REGION 1 – WEST TEXAS

There are a total of 17 state parks located in Region 1, a region that includes the major urban area of El Paso.

HUECO TANKS STATE HISTORIC SITE

Entry Experience: The Hueco Tanks signage and entry gate are on the opposite side of the park from the headquarters. Upon reaching the head-quarters, lines for registration are on a protected road with no cross traffic. The headquarters itself is in good repair. Minimal exterior seating is provided.

Roads and Access: Several low water crossings flood with local or remote rain storms. Though a rare event, the lack of adequate warning has led to stranded vehicles. Erosion issues stemming from the run-off from the rock formations is damaging the camp sites.

Site Experience: Most restrooms are in good repair, with some obvious corrosion issues in the chase-way possibly due to a combination of age and hard water. The interiors appear to be in good repair. Handicap access is impaired by entry door threshold differences, and non-compliant shower door arrangement.

Attempts have been made to screen the utilities from public view, but this was not successful.

Campsites are in good to moderate repair with handicap options available.

The interpretive center is a well employed historic structure. Water infiltration has resulted in ceiling damage, limiting the square footage available for public use.

Operational Report: The park hosts approximately 30,000 visitors per year which has held steady since controls were set in place to reduce its visitation due to excessive damage to the historic resources. Roughly 75% of the park is restricted access (guided tour only) and one percent (1%) has no public access (historic amenity).

The park's visitation is made up of the international climbing community ("bouldering" more often than "technical" climbers), day-visitors, and rock art enthusiasts/RV campers. All three groups could benefit from an expanded park store and vending machine, and potential additional interpretive staff. Outside vendors have terminated their contracts with the park due to the remote location.

The park offers a variety of programming options including guided tours, birding tours, and hiking tours. In addition to regular programming, three special events draw over 2,500 visitors per year: Annual Interpretive Fair, Dance of Mountain Gods, and Rock Rodeo (climbing competition). While the programming is significant, it isn't enough to hold the attention of overnight campers for a great period of time, leading to short stays.

Access to the park requires the visitors to watch a 15 minute video informing them about the flora, fauna, and the delicacy of the rock art historic amenity. At peak hours, this requirement is a significant burden, as the maximum audience size ranges from 15-20 visitors. Peak hours can see as many as 100 visitors, which can lead to delays of several hours for the visitor. This video could be digitized and added to the TPWD website, creating both an added marketing tool as well as an online option for watching the video. Upon arrival, the visitor could opt to take a one (1) page test covering major points of the film, allowing the park staff to have the confidence that the visitor watched the video.

The Volunteer Guide Program is a significant achievement of the park staff. With over 300 trained volunteer guides, the park's protected amnesties continue to be available to the public despite restrictive access. The training program is rigorous, but the program suffers from attrition as graduates move on to join the private tour-guide companies. A facility short-coming for the volunteers is a lack of equipment storage space on-site.

Park hosts are essential to the park operations. Their presence in the restricted area is mandatory to allowing other campers into that area. The host sites are equipped with full hook ups.

Visitor's complaints in the past revolve around the "cramped" feeling of the park site. The park is largely composed of a natural amenity which is both delicate and dangerous. The lack of camping space is mentioned as a drawback to the park operations. Due to space restrictions, an expansion of land holdings surrounding the park is the likely route to resolve this complaint. Additionally, the addition of a group pavilion and wireless internet would broaden the park's visitor diversification and potential length of stay.

The existing headquarters leaves much to be desired from both the visitor and staff perspective. The visitor area is very cramped, is not designed for high capacity hours, and has a limited concession area. Bathrooms are accessed from inside, which is a bonus for the staff (both in terms of use and maintenance), but the visitor will find bathroom lines overlap with registration lines. While architecturally pleasing, if the park is to grow its program it must expand the headquarters. Items that would be of a benefit both operationally as well as fiscally include: park store, volunteer area, and an auditorium.

Control problems are significant at this park due to the location of the headquarters in relation to the front gate. Late arrivals are not a significant concern, but some day use originates from the long access road, and this allows non-paying visitors who are also under educated about the delicacy of the park amenities. A lack of law enforcement personnel on park staff makes this a significant shortcoming in protection of the amenity.

3.2.2 REGION 2 – SOUTH TEXAS

There are a total of 18 state parks located in Region 2, a region that includes the major urban areas of Corpus Christi, Laredo, Brownsville, and McAllen.

LAKE CASA BLANCA INTERNATIONAL STATE PARK

Entry Experience: Signage from major roads meets expectations for the park. On arrival, the park headquarters dominates the entry with double access points allowing for the copious visitation. The headquarters itself is suffering from minor deferred maintenance and requires cosmetic attention.

Roads and Access: Roads are well maintained by the Texas Department of Transportation. They are maintained to a high level of performance.

Site Experience: The park is geographically separated into three use types: day use (the bulk of the visitors), the camping area, and the group area. The day use area has long languished in terms of maintenance. This is unfortunate as this also sees the highest use and abuse from visitors. This has resulted in low quality beaches with little to no landscaping.

Toilet facilities are at borderline failure, unpainted, and the buildings are exhibiting substantial foundation problems due to design errors. The lack of restrooms places unprecedented strain on the northern half of the day use area where one bathroom reportedly has lines of people numbering in the dozens during peak hours. This restroom is also out of ADA compliance.

The recreational hall, while a handsome building from a distance is threatened by rain water erosion on the north, critical lake erosion to the east, and water intrusion to the roof. Due to its popularity, this building would be a good candidate for soil-securing landscaping, new roof, and shoreline reinforcement.

Play equipment is antiquated, miss matched, and lack both ADA access and resilient surfaces.

On the eastern half of the park (characterized by overnight camping) has much better maintained restrooms and shower facilities. There are some unusual design flaws to the comfort station above the fishing pier and boat ramp. The shower house is very large, designed to accommodate the now defunct swimming pool located immediately next door. Some examples of corrosion due to standing water were evident at this facility.

Towards the waterline some extreme examples of erosion are evident. Future solutions will require detailed planning specific to this site and should include a civil engineer licensed to seal drawings. The ramp leading to the fishing pier is a good example of an engineered solution for soil erosion. The fishing pier itself is in good condition except where the pier meets the ramp, where the two are not tied together leaving the rail of the pier unsupported.

The amphitheater is currently unused, but shows great promise. This format is low maintenance and seats more than the average park amphitheater. Another unusual and abandoned element is the fountain above Multi-Use Camping Area J. This would make an accommodating planter for trees, otherwise it should be removed to better accommodate traffic.

Next to the fountain is the park's most characteristic building. This building formerly housed an interpretive center, but has been left to the elements. The building is well suited to be re-employed as a visitor's center and gift shop. The building construction type suggests it is of a vintage style suitable for historic preservation. The Rock Barn is of a similar design, which is currently available for rental by groups. The roofing material is inappropriate for historic preservation of a facility with this design, but the quality of the interior is well preserved. The only drawback is the exposed fluorescent lighting on the interior.

Another structure near the Rock Barn of some note is the Bird Aviary. This structure is in poor condition, due in part to the elements and in part to the haphazard repairs attempted over the years. The current use is as a pavilion for rent, but the prodigious use of unprotected metal grates and corrugated steel has made this facility prone to break-in and corrosion. The lack of a hard surface approach with a suitable slope makes it noncompliant with current ADA standards. The juxtaposition next to the Kiddie Park suggests re-employing this facility as a picnic facility with no access control and no lighting. Removal of the metal grating and corrugated roof would leave the structure exposed to the elements, but would reduce the temptation for vandalism and the roof maintenance on an already open-air building.

The last section of the park is the Ranchito Group Facility. This facility is in good repair, but has some plumbing design deficiencies where the pipe is exposed to potential vandalism. Another lamentable plumbing element is the drinking fountain in front of the Ranchito which has a level pad but no ADA approach.

Operations Report: The park staff reports an annual visitation of nearly 250,000. The park attracts a great deal of local use as well as international use from Nuevo Laredo.

Programming at the park is limited to none. Park staff plan for future interpretive opportunities but staffing is holding such opportunities back. There is a suitable (and indeed historic) structure on site that is an opportunity for education and possibly concessions. The expanse of the park may be better suited with a mobile concessionaire. The head quarters has a considerable space that could be employed for concessions. Repairs to the Recreational Hall could also include a boat rental concession with boat dock. The public has requested more fishing piers.

Both pools on site have been abandoned; one has been filled with soil. Park staff report that the operation of the pool was a loss for the park, and so it was discontinued. The other existing sports facilities are underutilized, and could be rented to local civic organizations for league sports.

The volunteer program at the park is composed of four park host sites and those looking to fulfill community service requirements. The park hosts help with repairs and night security, where the community service volunteers are usually tasked with cleaning and litter pickup.

Visitor complaints are loudest on the subject of restrooms. The park is largely without a restroom in fair condition. This is particularly true for the day use area which accounts for nearly 70% of the park's usage. As a lake-swimming destination, the day use area also only supports one shower house. This combined with the lack of bathrooms leads to long lines during peak usage. Fire ant infestations are another consistent source of complaint from the visitors. This is always focused around the garbage collection sites. The amount of littering by visitors is considerable (which could be mitigated with more interpretive programs). The amount of internal roads leads to a great deal of misdirected visitors looking for the exit.

REGION 3 – NORTH AND NORTH CENTRAL TEXAS

There are a total of 19 state parks located in Region 3, a region that includes the major urban areas of Dallas, Fort Worth, Arlington, Plano, Garland, Irving, Grand Prairie, and Mesquite.

FORT BOGGY STATE PARK

Entry experience: The park has no formal entrance signage and the park headquarters is a temporary building. The appropriate vehicle rights of ways are in place, so there is a great deal of room for improvement as this park grows.

Road and Access: The park roads are in good shape where the park has extended to. Off amongst the trails there is a great deal of flooding with even a little rain, making many of the trails inaccessible. There is no significant signage for the park in its neighboring towns, nor on the highway which bisects the park.

Site Experience: Fort Boggy is limited to day use at the time of this study. Plans exist to establish primitive camping sites.

There is a single bathroom that is very early in its lifecycle, but showing some concerns of erosion around the foundation and covered entrance (which suffers from standing water during and after rain). The interior is in excellent condition.

The group pavilion is also very new, well programmed, and equipped with both lighting and ceiling fans. The playground equipment blends well with the environment and is essential to family day visits.

The fishing pier and boat launch are presently in good condition, but evidence exists of erosion at and around the concrete work. Rip-rap being used now should be expanded to safeguard this amenity.

Existing maintenance facilities are of a mixed quality. The workshop is in fair repair, but will soon require attention to its roof. The barn across the path from the workshop has original plank floors, and may well be of historic significance. It could be relocated to the park proper as an interpretive center. Its current use is storage. The rest of the maintenance buildings are modern kit buildings early in their lifecycle.

Operations Report: The park hosts approximately 1,500 visitors yearly, which has been on the decline since staffing reductions three years ago. Only 25 acres out of 1,800 acres has been developed for access to the public.

Programming at the park is oriented almost exclusively around the natural amenity. Teachers from local communities often bring classes to the park for lessons in nature. Birding groups take advantage of the bog. The 4H group uses the facility. The two identified staffed programs are “Kid Fish” and the public hunts. Short of adding more staff, this is the extent of programming possible at the park. The predominance of maple trees in the park suggests a fall festival, or at the minimum a marketing campaign promoting the fall colors.

The hunting groups represent the largest revenue generator for the park. There is some potential for successful RV camp sites, which can be evaluated with the newly developed Capitol Projects Evaluation Model by the Consultant Team.

There is a limited friends group for the park. Their past activities included buying and building the playground equipment. Currently they stock the concessions offered at the park head quarters. In the future they would like to see a boardwalk extended out over the creek to make that amenity more accessible.

The primary complaint from visitors (more accurately potential visitors) is camping opportunities. Second to that are requests for equestrian trails. The park holdings are limited by both Highway 45 and the creek, both of which reduce the accessibility of the park's natural amenities. A small bridge would vastly expand the visitor's access to the park.

3.2.3 REGION 4 – SOUTHEAST TEXAS

There are a total of 19 state parks located in Region 4, a region that includes the major urban areas of Houston and Pasadena.

LAKE TEXANA STATE PARK

Entry Experience: The park is easy to locate off the highway, with the headquarters in good external condition, and fair (but cramped) interior. Immediately off to the side of the entry is a depression which is consistently flooded, leading the visitor to suffer the resultant mosquitoes.

Roads and Access: Signage is consistent with a high standard of visibility beyond the park's entrance. On the opposite side of the park, the park is bordered by County Road 412 which has no access control. The roads within the park are in fair condition, with a great deal of flooding causing regular damage.

Site Experience: The waterline of the park, which defines the experience of the park, is in fair to poor condition as an amenity. The fishing pier is in fair condition, and showing its age. The boat jetty is in good condition, but without a handicap accessible route. The southern boat dock is in fair condition and looks to receive a lot of use. The northern dock (used by the boat rental concessionaire) has failed. It is composed of several additions. The northern fishing pier is in fair to good condition. Several locations on the exposed shore line exhibits severe erosion and potential damage to camping facilities is soon possible.

The group pavilion on the southern side of the park is in good condition, as is its associated restrooms. On the north side of the park, the Interpretive Center is in poor condition externally with a great deal of rotting siding. The interior is sound but cramped. The amphitheater is in good condition.

Both playgrounds are in good condition.

The lack of positive drainage is a considerable problem both for general maintenance and for visitor enjoyment. Items like submerged junction boxes, stressed culverts, and compromised trails point to a general lack of engineering park-wide.

Operations Report: Lake Texana hosts approximately 63,100 visitors per year. Park staff believes this to be a flat or a downward trend. The park suffers from two key ailments: competition and vegetative overgrowth. The park is one of many boat access points on this lake; however, many of the others are

free. This removes the bulk of the boating traffic on the lake from the park's business. The vegetative growth at the waterline requires mitigation before the park is likely to see a boost in its non-motor boat water recreation. Vegetation can reach over 30 feet out from the shoreline, leaving swimmers with little options but to wade through the equivalent of a swamp to the open water. This infestation greatly reduces the available fishing space at the fishing piers, and clogs the canoe dock.

The county is completing a substantial recreation complex across the highway from the state park, which will directly compete with the park (www.brcproject.com). Such a neighbor could either sink the park or become the perfect compliment.

Currently the park provides a fair amount of programming. Special events are offered for the major holidays, along with auto club shows, and an RV show. Fishing lessons are offered once a year, along with loaner fishing poles year round. Night hikes and stargazing are both popular, and interpretive programs are offered both on a regular schedule and on demand.

While RV campers and family groups make up the bulk of the park business (with youth groups a distance second), the park staff note the lack of sports facilities on site (such as a volleyball court).

The volunteer opportunities at Lake Texana State Park are limited but active. Four park host sites and one summer intern site are full year round. The friends group, while limited in activity does maintain membership rolls. Volunteers looking to fulfill community service requirements represent 2-3 year round helpers. Park hosts note the lack of radios, park vehicles, and 50 amp RV electrical service.

Visitors have commented to park staff on the lack of 50 amp RV service and sewer hook ups at the RV sites. Primitive camping visitors have asked for water and electricity in that section of the park.

LAKE LIVINGSTON STATE PARK

Entry Experience: The entry of this park can be improved with attention to the quality of the entrance signage. The park headquarters is in fair condition and is an accurate representation of the rest of the park's architecture. The interior of the headquarters, while cramped, is in good condition.

Road and Access: Signage for locating the park is adequate. As of this study, the Texas Department of Transportation has constructed significant improvements to the internal park roads. The park's primary entrance is its only access point.

Site Experience: The park's trail system has been impacted by deferred maintenance. The southern hiking trail is only marginally functional (poor condition) due to the state of the water crossings. One bridge has failed completely, while another on the same trail is showing considerable erosion where it makes landfall. Lastly, a culvert which feeds this inlet is showing signs of potential failure.

Restrooms are in fair condition on the surface, and the same holds true for the screened shelters. Repair/replacement is scheduled for one of the restrooms due to life-span of the plumbing below grade and the degree of water damage in the walls from high use. Playground equipment is antiquated and in fair condition. The dock and boat launch at Piney Shores are in good condition.

The pool and group facility are in good condition while considering some potential water damage as a result of poor roof drainage. The bath house interior is lacking a drop ceiling which could or may already have led to bat and hornet infestation. The group facility is short on storage space. The accompanying amphitheater is in fair condition and lacks a display board. This is presumably to avoid interrupting the view.

The park store area has a variety of facilities, all of which are under stress from the wave action off the lake. The park store concessionaire has video of waves lashing the building. This has led to several foundation problems (evidenced by cracks in the floor). Some weathering is evident on the exterior of the building. The boat dock design is resilient to such storms only insofar as regular maintenance is performed. The observation tower is in fair condition.

The equestrian facility is suffering from both a poor choice of siding (plywood) and wood rot at the base of the building.

The Pine Oak camping loop is being rehabilitated, but still suffers from some chronic over use which is displayed in the state of the electrical pedestals. The group facility at this location is in good condition and is a considerable asset to this over-flow camping area.

Operations Report: The park hosts approximately 183,000 visitors per year which trends towards flat per park staff. One-hundred percent (100%) of the park is available to visitors, with an additional 50 acres in acquisitions on the horizon.

Much of the park's popularity revolves around its swimming pool in the summer which has its own admission charge. In declining order of popularity are the overnight camping followed by the various day use options: swimming, fishing piers (3), and hiking. The lake concessionaire offers boat rentals in a limited portion of the lake, and the limited equestrian concessionaire operates in the summer on an irregular basis.

The park does not have an active friends group. However, a regular flow of Texas Department of Criminal Justice (TDCJ) inmates work at the park, along with community service hours from the local county courthouse. Four park host sites are fully utilized in the winter, but attendance drops to just a single by summer. Park hosts have mentioned that the lack of uniforms, tools, and vehicle insurance is a major drawback to long-term volunteering at Lake Livingston.

Visitors have complained that a full quarter of the RV sites are 30 amp as opposed to 50 amp, and a significant portion of the sites lack sewer connections. The size of the modern RV rig combined with the average age of rig operator also prompts the suggestion of adding pull-through RV sites, forgoing the necessity to back the rig up to exit the RV site.

3.2.4 REGION 5 – PINEY WOODS AND CENTRAL TEXAS

There are a total of 17 state parks located in Region 5, a region that includes the major urban area of San Antonio and Austin.

LAKE SOMERVILLE STATE PARK BIRCH CREEK UNIT

Entry Experience: The park entrance is a bit confusing. While the primary entry sign is prominent the traffic flow does not naturally lead to the park headquarters. The park headquarters itself is in excellent condition and employs a great deal of environmentally sustainable technology and techniques. Some question lurks as to the location of the flood-plane. The headquarters is spacious, bright, and exhibits some of the park's natural amenity available to visitors. The restrooms, which are located in the group area, are in good repair. The neighboring ranger residence seems incongruous with the well designed park headquarters.

Roads and Access: The park has received recent upgrades from the Texas Department of Transportation on its roads, but the T-intersection at the park entry is a substantial problem in controlling access to the park.

Site Experience: The park's primary function is to provide visitors with fishing access to the lake. This could be expanded by repair of the existing fishing pier which is exhibiting considerable foundation problems. Boat launches are in good repair, as are the docks, but a former Corps of Engineers boat dock could be more effectively utilized.

Further inland, park restrooms are stressed by both overuse and insects originating in the lake. The eastern-most unit is closed until repairs can be affected. Problems range from chronic corrosion problems to infestations. Within the Post Oak Camping Area the restroom has been identified as lacking handicap access. Some further investigation as to exactly the deficiency this unit exhibits is warranted. At the southern tip of the Elm Creek Camping Area is a Core of Engineers restroom which is slated for demolition and replacement with a CXT restroom. The plumbing is in poor condition but the structure is fundamentally sound. Based on the consultant team's cursory review of the structures, construction of two new bathrooms in these locations may possibly be avoided in exchange for appropriate repair to these facilities.

Park staff report extreme corrosion problems throughout the park. Some examples of which include the restrooms described above, the main water pump, fire rings, and the electrical pedestals. It has been noted that a similar pattern of corrosion exists among all facilities and should be studied further. A long-term initiative is attempting to supply the park with municipal water, but this may not remedy the corrosion problems.

The group picnic facility is in good condition though its picnic tables, along with the rest of the park, exhibit the same corrosion problems.

Operations Report: Park visitation in FY 2007 totaled approximately 134,400 guests. The park is on a long term lease from the Corps of Engineers. Visitation varies based on a combination of weather and

holidays. As a fishing destination for both Houston and immediate surrounding communities, the park staff works hard to maintain a personal relationship with the regular visitors. The park is not in any position to expand due to being surrounded by other successful lake recreation operations. The T-intersection leads to a great many visitors bypassing the park headquarters and proceeding into the park. This represents the majority lost revenue of the park, and a continual challenge for park law enforcement.

Current programming at the park is limited, and park staff feels strongly that increasing nature interpretation would help communicate the delicacy of the environment to the visitors. Interpretive tours are available only on request. Loaner fishing poles are made available for those who forget their tackle.

The majority of visitation is family camp-outs (largely originating from Houston), with a far second most popular activity being day visits. Local youth groups make a still smaller portion of the visitation.

Volunteering at the park is limited, but popular. Park hosts note that park vehicles are prone to failure because of their age and deteriorated condition requiring an inordinate amount of repair, maintenance work, and possible replacement.

Visitors regularly mention the poor quality of the antiquated restroom facilities (35 year old). The insects off the lake do not help the problem (expired insects pile inches high in the restrooms during summer, attracted to the lights). The bugs' attraction to light could be remedied with the correct fixture designed not to attract the notice of insects. The only other issue that is regularly mentioned by visitors is the lack of 50 amp service with full sewer hookup and Wi-Fi.

3.2.5 REGION 7 – HILL COUNTRY

There are a total of 14 state parks located in Region 7, a region that includes no major urban areas.

LYNDON B. JOHNSON STATE PARK AND HISTORIC SITE

Entry Experience: The primary entrance is well defined, where the park headquarters is slightly more difficult to find due to signage location. The headquarters is in moderate repair, with many issues revolving around antiquated HVAC equipment and wiring. A lack of orientation results from the separate building arrangement, where the administrative functions and a portion of the interpretive function is not housed with the park POS, store, auditorium, and the balance of the interpretive. Park staff has tried to mitigate this with movable signs, but the overall effect is disjointed. The outdoor amphitheater is in a poor state of repair, with a largely failed electrical system and considerable masonry deterioration.

Road and Access: The park has four (4) uncontrolled access points. Highway signage is adequate, if a little confusing with several other parks in the immediate region with very similar names. All roads and water crossings are in good repair.

Site Experience: LBJ State Park has no overnight camping options for the visitor. Minimal hiking trails are established to connect the headquarters with the Sauer-Beckmann Farm. These trails suffer a great deal of yearly erosion requiring a great deal of irregular maintenance. The single bridge over the wash is in poor condition, with possible failure in the near future due to rotted support beams.

The historic structures at LBJ State Park are in a mixed state of repair. The Behrens cabins are attached to the northern wing of the interpretive center at the roof line. This is not keeping within the spirit of the Texas Historical Commission's preservation theory of a historic building. The effect distracts from the architectural and historic significance of the Behrens cabins, indeed diminishing them to the point of being overshadowed by the headquarters' campus and diminishing their interpretive potential. The Behrens cabins continue to undergo treatment for termites.

East of the Visitor Center Complex is the Sauer-Bechmann Farm which has been converted into a living history exhibit with many aspects of pioneer Texan lifestyle being practiced today. The farm is composed of the barn, the original cabin, the smoke house, and the twentieth century farm houses. Beyond general maintenance, these structures are in good condition. The one exception is the barn which has a lean-to on the south face which is not properly flashed to prevent rain intrusion.

The final historic amenity is the Danz Cabins. These 19th-century colonial cabins are on the verge of collapse. There is a standing charter for their repair as part of the 2008/2009 biennium. Work on these projects should be carried out with haste, as the cultural resource is on the brink of being downgraded from historic cabins to ruins.

The seasonal swimming pool at the west end of the park is in fair condition. Park staff report that much of the electrical work at the park is outdated (as measured by a lack of repair parts,) and this is true of the swimming pool equipment. The staff report a leak from somewhere in the deep-end of the pool, but this has not been pinpointed. Picnic equipment and shelters are in good repair.

The dining hall and group picnic area appear to be in good repair; however the dining hall was not available for an interior survey.

Operations Report: LBJ Park hosts approximately 161,000 visitors per year which has been a decline over the last ten years but flat as compared to last year. By mandate from Lyndon Johnson, this park has no admission fee. The park operates in conjunction with the LBJ National Park located across the river to the north, whereby visitors park at the state park and take a $1 tour bus to the national park. Per the park staff, the tour bus fee provides the bulk of the park's income, followed by the park store and the swimming pool (which operates only in summer).

Programming offered at the park is infrequent but diverse. Examples include a Kite Day, Soap Making, The Stonewall Peach Jamboree, Youth Archery Clinic, and the Annual Seed Stomp. Spring initiates the limited nature interpretive programming.

Volunteers with the park are largely present in the winter, with all four park host sites filled. Locals from Fredericksburg often volunteer at the park to support special events. The park's limited public offering limits the interest of potential volunteers. While laundry is provided to the park host, they have asked for internet access.

Visitor complaints center squarely on the lack of handicap accessibility. This arises from the Visitor's Complex and the swimming pool. The lack of camping opportunities is a concern for some visitors, as the park is located in an exciting region of the Texas Hill Country, which offers a great deal for visitors to see, do, and participate in.

3.2.6 REGION 8 – EAST TEXAS

There are a total of 18 state parks located in Region 8, a region that includes the no major urban areas.

MISSION TEJAS STATE PARK

Entry Experience: The park is well within the boundaries of a National Forest, but signage is more than adequate. The park headquarters is in better than average repair with a layout which allows for a comfortable wait with concessions available in the lobby.

Access and Roads: The primary entrance is wider than necessary, but doubles as a parking lot. This arrangement is less than ideal, and future modifications should include traffic control curbs and a parking/sitting area. The roads within the park are in good repair. Trails are often interrupted by bridges which are a consistent maintenance problem.

Site Experience: The gems of the park are the Rice Family Log Home and the Commemorative Mission. Rice home is due for repairs under Proposition Eight. These repairs relate primarily to the failed roof and resulting water damage. In other respects the Rice Home is in good repair. The Mission is suffering from termite damage, but is in use and kept in good repair from general maintenance.


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The only other major facility in the park is the group pavilion. The pavilion is in good repair, but the use of an asphalt shingle roof is not consistent with Texas Historical Commission standards of care for a historic building.

The park is in the process of replacing the existing restrooms with manufactured concrete restrooms. Existing facilities have run their life expectancy and are not ADA compliant.

The existing camping loop is under a fair amount of stress from erosion but the issue is not critical.

Operations Report: The park hosts approximately 14,900 visitors a year but this has been on a down turn in recent times. Park staff suspect recent fuel prices are to blame for the drop in visitation. Near twenty-five percent of the park is developed for visitor usage, the rest is a recent acquisition and has not been master planned.

Programming offered at the park includes a monthly Camp Cooking class and a regular Fireside Storytelling program. Special events include the Pioneer Interpretive Festival, an April Folk Festival, Easter Service at the Commemorative Mission, an Antique Tractor Show, and an Antique Car Show. Regular programming is limited due to staffing shortfalls.

Peak usage is defined by deer season and spring break. Park staff report consistent requests for more camping, swimming and fishing opportunities, cabins, screen shelters, and boat rentals. The park's current offerings are limited to hiking and archeology, and different ways to experience the natural amenity would increase the park's market.

Current volunteer opportunities are limited. There is one park host site now with two being built. The park friends group is consistent in their help with special events, but is primarily comprised of elderly

persons not well suited for general park maintenance work. Park staff would like to spend more time recruiting friends' group members from local, large companies.

Lack of campsites is the top compliant from visitors. This coupled with the small size of existing sites (and lack of 50 amp service) greatly reduces the draw of the park for the modern RV camper. Upgrades to the camping facilities should be combined with increased programming to offer more incentives for RV campers.

During deer season the park is subject to poaching and non-paying visitors associated with hunts in the nearby National Forest. This is greatly mitigated by the park host at the entrance of the park.

The park staff reports a great lack of continuity in staffing. The park is consistently rotating in and out staff members, leading to a great deal of confusion. The new Zero Base Budget should provide on true park staffing requirements.

Marketing is identified as a significant hole in the park operations. Park staff do not have the time or training to properly market the park and recommend a regional marketing director to oversee such efforts.

3.3 CAPITAL PROJECTS IMPACT ANALYSIS

The most significant aspect of this report is contained within this section – the review of projected impacts on park attendance and revenue generation the proposed 2008/2009 capital projects will have on have on the parks in which they are located. The Consultant Team has worked to develop these impact projections as accurately as possible by:

- Integration of previous studies and findings regarding state park and public recreation needs
- Investigation of current perceptions of public recreation needs and the ability of the state park system to meet these needs through household surveys and community leadership interviews
- Thorough site assessments of an appropriate sample of state parks featuring proposed capital projects
- Completing a detailed review and analysis of park performance and supporting TPWD data
- Conducting an analysis of existing capital project justification, evaluation, scoping, and cost estimation procedures

The impact statements that follow are based upon the expertise, experience and best estimations of the Consultant Team. These projections are additionally based on-part on the integrity of available data, and assume the operations and management of the state parks will remain as they are in the status quo. Alterations in park management, capital project management, and promotional communication of state parks and their offerings are extraneous variables that can significantly influence on the accuracy of these projections.

3.3.1 CAPITAL PROJECT IMPACT ANALYSIS BY PARK

Impact projections are provided by park, and summarize the best estimations of the Consultant Team on the likely affect the proposed 2008/2009 capital projects will have on attendance and revenue generation at those parks. In addition, the likely consequences of taking no action at this time are detailed.

BALMORHEA STATE PARK

Balmorhea State Park is located in Region 1 west of Fort Stockton and east of El Paso on Interstate 10. As seen in previous sections of this report, Balmorhea State Park reported the *estimated* FY 2007 visitation, expenses, and revenues as detailed in **Table 20** below.

Balmorhea State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
27,468	24,525	51,993	$657,837	($493,133)	133%

Table 20: Balmorhea State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Balmorhea State Park in the 2008/2009 biennium:

1. Repair and replace failing roofs at Civilian Conservation Corps (CCC) built buildings - repair and replace failing roofs site-wide at CCC built buildings including clay tile, concrete tile, and built-up roofing systems. Repair chimneys, flashing, and wood trim.

2. Site-wide Exterior Wall Repairs - repair exterior wall damage to all structures. Repairs range from repairing adobe damaged by rising damp to re-plastering larger areas to repair of minor cracks in both historic and non historic structures.

PROJECTED IMPACT ON PARK ATTENDANCE

The CCC built structures at Balmorhea State Park are prominent facilities that define the character of the park on the whole. The quality of these structures and their state of repair strongly influence the park visitor's perceptions of the park overall, and subsequently affect the quality of the visitor experience. The proposed capital projects address visible and overt deterioration in these prominent structures. Balmorhea State Park is heavily used by local residents in the region because of the pool and picnic facilities. It is also popular among travelers from out of the region because of the beauty and uniqueness of its facilities, historical architecture, and recreational amenities in relation to its surrounding environment.

It is the consensus of the Consultant Team that performing these capital projects may not noticeably increase current park attendance, but will undoubtedly preserve the ability of the park to maintain its current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Balmorhea State Park currently operates at 133% operational cost recovery, not including management overhead applied beyond the local park level. This is among the higher performing state parks in the system which is attributed to its uniqueness and heavy use from local residents. Revenues are predominantly generated from both day and overnight visitation. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing these capital projects may not noticeably increase current revenue generation, but will undoubtedly preserve the ability of the park to maintain its current level of financial performance.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**

- **Increased operational expenses associated with maintained decaying facilities in service**
- **Decreased revenue generation from lost visitation**

BASTROP STATE PARK

Bastrop State Park is located in Region 5, approximately 30 miles east of Austin on State Highway 21. As seen in previous sections of this report, Bastrop State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 21** below.

Bastrop State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
176,854	48,494	225,348	$817,385	($915,331)	89%

Table 21: Bastrop State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Bastrop State Park in the 2008/2009 biennium:

1. Replace electrical system in the CCC built refectory - the electrical system in the CCC Refectory is very old and deteriorating. It is a safety hazard and an inconvenience to park guests. This electrical system needs to be replaced with modern, safe wiring.

2. Plumbing repairs to six (6) CCC built cabins - the existing plumbing to the Civilian Conservation Corp (CCC) Cabins 1, 2, 3, 4, 6 and 12 is very old, galvanized steel and it is deteriorated. This causes a health issue and an inconvenience to our guests. The plumbing needs to be replaced.

3. Water/wastewater replacement to non-CCC facilities - the existing water and wastewater infrastructure is aging and needs replacement to the Administrative Office, Park Headquarters and Residences 1 and 2.

4. Repairs and renovations to comply with ADA at park - most of the park is not ADA compliant or accessible. These repairs will renovate a very popular park, on the National Historic Registry, to current accessible standards.

5. Repair to electric system and modify electric meter connections - The proposed project will repair and modify the electric system to connect the Park headquarters to the primary meter for the park and connect all of the Golf Association facilities to the primary meter for the Golf Association. This will separate correct costs for power use to the park and the Golf Association and allow for better relations with the power provider through the City of Bastrop.

6. Repair roof on CCC built warehouse - the roof on the CCC constructed warehouse, part of the National Historic Registry park, is leaking, allowing for further damage from water intrusion and rot. The roof needs to be repaired.

7. Renovate bathhouse, repair plumbing in the bathhouse and repair the leaks in the pool's plumbing - very old plumbing is deteriorating and leaking, causing damage from water and rot. The repairs will replace old plumbing, seal leaks in the swimming pool, and renovate the bathhouse. These repairs are needed to stop the water damage and to save a historic building.

8. Renovate and repair CCC built cabin and Pro Shop - this cabin is built to span a natural 10 foot deep drainage. Slow erosion over the past 80 years has caused foundation settlement and associated deflection and movement of the cabin. Repairs are necessary to stabilize this historic CCC cabin. The roof on the Pro Shop, which is in a CCC built historic building, is leaking, allowing for water intrusion and rot. These repairs are needed to protect and save historic structures from irreversible damage.

9. Renovate and repair deteriorated CCC built group barracks, restrooms and kitchen - Civilian Conservation Corps (CCC) facilities, built over 70 years ago, are deteriorating and falling apart, in this National Historic Registry Park. Renovations and repairs are necessary to save these historical structures.

PROJECTED IMPACT ON PARK ATTENDANCE

The CCC built structures at Bastrop State Park are prominent facilities that define the character of the park on the whole. The quality of these structures and their state of repair strongly influence the park visitor's perceptions of the park overall, and subsequently affect the quality of the visitor experience. The proposed capital projects address visible and overt deterioration in these prominent structures, as well as major structural repairs necessary to keep the architectural and functional integrity of the buildings intact. Bastrop State Park is heavily used by local residents in the region because of the pool, meeting facilities, golf course, trails, and picnic areas. It is also popular among travelers from out of the region because of the beauty and uniqueness of its facilities, historical architecture, and recreational amenities in relation to its surrounding environment. Bastrop is exceptionally popular also because of the diversity of overnight accommodations in a reasonably close distance to the City of Austin.

It is the consensus of the Consultant Team that performing the following three (3) capital projects will likely generate additional attendance to the park:

- **Plumbing repairs to six (6) CCC built cabins**
- **Renovate and repair CCC built cabin and Pro Shop**
- **Renovate and repair deteriorated CCC built group barracks, restrooms and kitchen**

These projections are based on the findings that these projects will either bring current facilities that are out of use back into service or dramatically improve facilities that will make them more attractive and marketable to use.

It is the consensus of the Consultant Team that performing the following three (3) projects may not noticeably increase current park attendance, but will undoubtedly preserve the ability of the park to maintain its current visitation:

- **Renovate bathhouse, repair plumbing in the bathhouse, and repair the leaks in the pool's plumbing**
- **Repairs and renovations to comply with ADA at park**
- **Replace electrical system in the CCC built refectory**

These projections are based on the findings that these capital projects are addressing necessary repairs to protect the quality of these state assets which are currently in high demand.

It is the consensus of the Consultant Team that performing the following three capital projects will likely not generate additional attendance to the park:

- **Water/wastewater replacement to non-CCC facilities**
- **Repair to electric system and modify electric meter connections**
- **Repair roof on CCC built warehouse**

These projections are based on the findings that these capital projects are addressing necessary repairs to protect the quality of these state assets, but is either not currently inhibiting use, not in facilities that have public access, or where existing circumstances are not a significant impediment to visitor satisfaction.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Bastrop State Park currently operates at 89% operational cost recovery, not including management overhead applied beyond the local park level. This is among the higher performing state parks in the system and would likely feature greater operational cost recovery if there were not such a large inventory of historic and deteriorating structures taxing the operational budget. Revenues are predominantly generated from both day and overnight visitation. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing the following three (3) capital projects will likely generate revenues to cover costs:

- **Plumbing repairs to six (6) CCC built cabins**
- **Renovate and repair CCC built cabin and Pro Shop**
- **Renovate and repair deteriorated CCC built group barracks, restrooms and kitchen**

These projections are based on the findings that these projects will either bring current facilities out of use back into service or dramatically improve facilities that will make them more attractive and marketable to use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following five (5) projects may not noticeably increase current revenues of the park, but will undoubtedly preserve the ability of the park to maintain or improve its current operational cost recovery:

- **Renovate bathhouse, repair plumbing in the bathhouse, and repair the leaks in the pool's plumbing**
- **Replace electrical system in the CCC built refectory**
- **Water/wastewater replacement to non-CCC facilities**
- **Repair roof on CCC built warehouse**
- **Repair to electric system and modify electric meter connections**
- **Repairs and renovations to comply with ADA at park**

These projections are based on the findings that these projects will improve aging and deteriorating facilities on site that are placing additional burdens on the current operating and maintenance budget of the park. Completing these projects will reduce both the financial and human resources routinely required to keep these amenities in service. Additionally, these projects include major updating and improvements to park conditions that will likely improve the quality of visitor experiences.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish as a result of the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Increased operational expenses associated with maintaining decaying facilities in service**
- **Decreased revenue generation from lost visitation**
- **Loss in regulatory compliance with ADA requirements (only applies to capital project addressing ADA compliance to facilities)**
- **Loss of $70,000 credit with the City of Bastrop to assist with the funding of the capital project**

BATTLESHIP *TEXAS* STATE HISTORIC PARK

Battleship *Texas* is operated as a component of San Jacinto Battleground State Historic Site and is located in Region 4, within the Houston-Galveston-Beaumont MSA. As seen in previous sections of this report, Battleship *Texas* State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 22** below.

Battleship *Texas* State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
85,601	0	85,601	$884,633	($1,072,401)	82.5%

Table 22: Battleship Texas FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Battleship *Texas* State Historic Park in the 2008/2009 biennium:

1. Build graving dock to preserve ship - in order to provide for the long-term preservation of the Battleship *Texas*, a new permanent dry berth will be constructed. The ship will be taken out of the water and will no longer be subjected to the corrosive effects of the Houston Ship Channel. Once out of the water, repairs can be made to stabilize and preserve the ship.

PROJECTED IMPACT ON PARK ATTENDANCE

The Battleship *Texas* is an historic icon of Texas. This historic battleship commissioned in the United States Navy hosts tens of thousands of visitors and school groups each year in a purely interpretive experience. The proposed capital project provides for the long-term viability of this asset, as the waters of Houston Ship Channel are causing irreparable corrosion and decay in the hull.

It is the consensus of the Consultant Team that performing this capital project will likely increase current park attendance, and also will undoubtedly preserve the ability of the park to maintain its current visitation.

This projection is based on the finding that the capital project is unprecedented for a vessel of this size and will increase the diversity and quality of the visitor experience. Additionally, it is projected that the dry-berthing of Battleship *Texas* will reinvigorate interest in the park for previous visitors state-wide.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Battleship *Texas* State Historic Park currently operates at 82.5% operational cost recovery, not including management overhead applied beyond the local park level. This is above average for state parks in the system and is largely attributed to its uniqueness and heavy use from organized groups. Revenues are predominantly generated from day visitation. A loss of current visitation from irreparable hull damage and subsequent required repair would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing this capital project will likely increase current revenue generation, and also will undoubtedly preserve the ability of the park to maintain its current level of financial performance.

This projection is based on the finding that the capital project is unprecedented for a vessel of this size and will increase the diversity and quality of the visitor experience. Additionally, it is projected that the dry-berthing of Battleship *Texas* will reinvigorate interest in the park for previous visitors state-wide. Increased interest and attendance in the park will result in an increase in subsequent revenue generation.

Consequences of No Action Taken

The projected consequence of no action taken in performing the proposed 2008/2009 capital project will be that the inevitable dry-docking of the Battleship *Texas* will be deferred to a later date and potentially cost the State of Texas between 10% to 50% more than current projections due to standard inflation in the construction industry. Additionally, operational maintenance costs will rise significantly in efforts to keep the current corrosion effects of the Houston Ship Channel at bay.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Long-term increased costs to the State of Texas for eventual dry-docking capital project**
- **Increased operational expenses associated with addressing current hull corrosion**

Big Spring State Park

Big Spring State Park is located in Region 6, approximately 36 miles east of Midland and 100 miles west of Abilene along Interstate 20. As seen in previous sections of this report, Big Spring State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 23** below.

Big Spring State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
35,079	584	35,663	$31,630	($114,996)	27.5%

Table 23: Big Spring State Park FY 2007 Performance Statistics

Proposed 2008/2009 Capital Projects

The following capital project is proposed for Big Spring State Park in the 2008/2009 biennium:

1. Build CXT restroom to comply with ADA - repairs to existing CCC restroom needed to meet ADA are not feasible. Build new CXT restroom to accommodate accessibility requirements.

Projected Impact on Park Attendance

It is essential to maintain clean restrooms that are also in a good state of repair for a high quality park system and reliable visitor satisfaction. Maintaining and improving the conditions of restrooms will likely

help the park to maintain its current visitation to a degree, but will not serve as an attraction to additional visitors.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional attendance to the park.

This projection is based on the findings that this capital project is addressing necessary aspects to maintain ADA regulatory compliance, but is not a circumstance that is currently inhibiting use or where existing conditions are a significant impediment to visitor satisfaction.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Big Spring State Park currently operates at 27.5% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly below average for state parks in the system. Revenues are predominantly generated from both day and overnight visitation from local residents. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing the capital project will likely not generate additional revenues for the park.

This projection is based on the findings that this capital project is required to maintain the park in compliance with ADA regulations, but not inhibiting current use of the site substantial enough to be considered major sources of lost revenue.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the scope of work as defined will be deferred but not avoided. If deferred, this capital project could potentially cost the State of Texas between 10% to 50% more than current projections due to standard inflation in the construction industry. Additionally, operational maintenance costs will rise significantly in efforts to keep the current conditions and attempted remedies in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Long-term increased costs to the State of Texas for eventual ADA compliance**
- **Increased operational expenses associated with maintaining decaying facilities in service**
- **Loss in regulatory compliance with ADA requirements**

BRAZOS BEND STATE PARK

Brazos Bend State Park is located in Region 4, approximately 28 miles (one hour drive) southwest of Houston. As seen in previous sections of this report, Brazos Bend State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 24** on the following page.

Brazos Bend State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
208,057	50,321	258,378	$744,855	($836,449)	89%

Table 24: Brazos Bend State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Brazos Bend State Park in the 2008/2009 biennium:

1. Renovate 30 year old restroom plumbing - water supply, vent, and sanitary sewer plumbing in the comfort stations and restrooms are dilapidated, as evidenced by numerous leaks and fixtures in poor condition. The 30 year old system has reached the end of its lifespan and requires complete replacement.

PROJECTED IMPACT ON PARK ATTENDANCE

It is essential that clean restrooms that are also in a good state of repair be maintained for a high quality park system and reliable visitor satisfaction. Maintaining and improving the conditions of restrooms will likely help the park to maintain its current visitation to a degree, but will not serve as an attraction to additional visitors.

It is the consensus of the Consultant Team that performing the proposed capital project will preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is addressing serious deterioration of the conditions of this heavily used park.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Brazos Bend State Park currently operates at 89% operational cost recovery, not including management overhead applied beyond the local park level. This is above average for state parks in the system. Revenues are predominantly generated from both day and overnight visitation from both local residents and out of region visitors. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing the following capital project may not noticeably increase current revenue generation, but will undoubtedly preserve the ability of the park to maintain its current level of financial performance.

This projection is based on the findings that this capital project is addressing serious deterioration of the conditions of this heavily used park.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the scope of work as defined will be deferred but not avoided. If deferred, this capital project could potentially cost the State of Texas between 10% to 50% more than current projections due to standard inflation in the construction industry. Additionally, operational maintenance costs will rise significantly in efforts to keep the current conditions and attempted remedies in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Long-term increased costs to the State of Texas for restroom replacement**
- **Increased operational expenses associated with maintaining decaying facilities in service**

BUESCHER STATE PARK

Buescher State Park is located in Region 4, contiguous to a portion of the eastern boundary of Bastrop State Park outside Austin on Highway 71. As seen in previous sections of this report, Buescher State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 25** below.

Buescher State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
18,059	19,064	37,123	$208,307	($240,133)	87%

Table 25: Buescher State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Buescher State Park in the 2008/2009 biennium:

1. Renovation and repairs of CCC built recreation hall - this structure, constructed by the Civilian Conservation Corps (CCC) 70 years ago, is subjected to foundation problems, which are affecting the walls and roof. The structural problems need to be addressed by making repairs to the foundation, the walls and roof, to help save and preserve this historic CCC building.

PROJECTED IMPACT ON PARK ATTENDANCE

The CCC built structures at Buescher State Park are prominent facilities that define the character of the park on the whole. The quality of these structures and their state of repair strongly influence the park visitor's perceptions of the park overall, and subsequently affect the quality of the visitor experience. The proposed capital project will address visible and overt deterioration in a prominent historic structure, as well as major structural repairs necessary to keep the architectural and functional integrity of the building intact.

It is the consensus of the Consultant Team that performing this capital project will potentially increase current park attendance, and also preserve the ability of the park to maintain its current visitation.

This projection is based on the findings that this project will dramatically improve this facility that is in high demand, making it more attractive and marketable to increased use.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Buescher State Park currently operates at 87% operational cost recovery, not including management overhead applied beyond the local park level. This is above average for state parks in the system and would likely feature greater operational cost recovery if it were not for the inventory of historic and deteriorating structures taxing the operational budget. Revenues are predominantly generated from both day and overnight visitation. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing this capital project may potentially increase current revenue generation, and also undoubtedly preserve the ability of the park to maintain its current level of financial performance.

This projection is based on the findings that this project will dramatically improve a facility that is high demand, making it more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing this capital project will be:

- **Negative impact on park usage by the public**
- **Increased operational expenses associated with maintaining decaying facilities in service**
- **Decreased revenue generation from lost visitation**

CEDAR HILL STATE PARK

Cedar Hill State Park is located in Region 3, south of downtown Dallas on Highway 67, and nearly in the geographic center of the DFW metroplex. As seen in previous sections of this report, Cedar Hill State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 26** below.

Cedar Hill State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
453,317	77,836	531,153	$1,180,714	($1,191,242)	99%

Table 26: Cedar Hill State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Cedar Hill State Park in the 2008/2009 biennium:

1. Replace electrical & water and add sewer service to sites in Eagle Ford Camp Loop - the existing water lines have numerous leaks and are in need of replacement. The electrical system no longer can handle the demand of the newer, larger RV's and needs to be replaced. Installing sewer service to each site would complete the conversion to a full service site.

2. Replace electrical & water and add sewer service to campsites at Lakeview Camping Loop - the existing water lines have numerous leaks and are in need of replacement. The electrical system no longer can handle the demand of the newer, larger RV's and needs to be replaced. Installing sewer service to each site would complete the conversion to a full service site.

3. Replace electrical & water and add sewer service to campsites at Shady Ridge Camping Loop - the existing water lines have numerous leaks and are in need of replacement. The electrical system no longer can handle the demand of the newer, larger RV's and needs to be replaced. Installing sewer service to each site would complete the conversion to a full service site.

4. Replace electrical & water and add sewer service to campsites at Hog Hollow Camping Loop - the existing water lines have numerous leaks and are in need of replacement. The electrical system no longer can handle the demand of the newer, larger RV's and needs to be replaced. Installing sewer service to each site would complete the conversion to a full service site.

5. ADA renovations for restrooms and park headquarters - the restrooms and the park headquarters building are in need of repairs and improvements to comply with ADA.

6. Replace electrical & water and add sewer service to campsites at Coyote Crossing Camping Loop - the existing water lines have numerous leaks and are in need of replacement. The electrical system no longer can handle the demand of the newer, larger RV's and needs to be replaced. Installing sewer service to each site would complete the conversion to a full service site.

PROJECTED IMPACT ON PARK ATTENDANCE

Cedar Hill State Park reports some of the highest annual visitation of state parks in the system. Featuring over 300 camping sites it also has the highest overnight capacity of any Texas State Park. Located within the largest metroplex in the state, and within a two hour drive of 5.2 million people, any capital projects that improve the quality of service at this park are likely to have a positive affect on visitation and park performance.

It is the consensus of the Consultant Team that performing the following five (5) capital projects will likely generate additional attendance to the park:

- **Replace electrical & water and add sewer service to sites in Eagle Ford Camp Loop**
- **Replace electrical & water and add sewer service to sites in Lakeview Camping Loop**
- **Replace electrical & water and add sewer service to sites in Shady Ridge Camping Loop**
- **Replace electrical & water and add sewer service to sites in Hog Hollow Camping Loop**
- **Replace electrical & water and add sewer service to sites in Coyote Crossing Camping Loop**

These projections are based on the findings that these projects will dramatically improve facilities that will make them more attractive and marketable for increased use by a greater diversity of RV campers, while also attending to stated preferences of current park users.

It is the consensus of the Consultant Team that performing the following capital project will likely not generate additional attendance to the park:

- **ADA renovations for restrooms and park headquarters**

This projection is based on the finding that this capital project is addressing necessary repairs to better comply with ADA regulatory requirements and improve overall service quality available at this state park which is currently in high demand.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Cedar Hill State Park currently operates at 99% operational cost recovery, not including management overhead applied beyond the local park level. This is among the higher performing state parks in the system and would likely feature greater operational cost recovery with improved amenities among the RV camping sites. Cedar Hill State Park is well positioned for substantial growth in usage and subsequent revenue generation due to the growth around them associated with suburbs of the Dallas-Fort Worth MSA. As an example, the Ranger Stadium and the new Dallas Cowboy Stadium are both within 10 miles of the park. With the impending Super Bowl occurring in such close proximity to this park in 2009, and continued development around Joe Pool Lake, these improvements are a good investment for the State of Texas.

It is the consensus of the Consultant Team that performing the following five (5) capital projects will likely generate revenues to cover costs:

- **Replace electrical & water and add sewer service to sites in Eagle Ford Camp Loop**
- **Replace electrical & water and add sewer service to sites in Lakeview Camping Loop**
- **Replace electrical & water and add sewer service to sites in Shady Ridge Camping Loop**
- **Replace electrical & water and add sewer service to sites in Hog Hollow Camping Loop**
- **Replace electrical & water and add sewer service to sites in Coyote Crossing Camping Loop**

These projections are based on the findings that these projects will improve facilities that will make them more attractive and marketable for increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following capital project will likely not generate additional revenues for the park:

- **ADA renovations for restrooms and park headquarters**

This projection is based on the findings that this capital project is required to maintain the park in compliance with ADA regulations, but not inhibiting current use of the site substantial enough to be considered major sources of lost revenue.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased revenue generation from lost visitation**
- **Revenue opportunity lost to other service providers who will develop similar or better amenities in close proximity to the park**
- **Loss in regulatory compliance with ADA requirements (only applies to capital project addressing ADA compliance to facilities)**

CHOKE CANYON STATE PARK

Choke Canyon State Park is located in Region 2, south of San Antonio, and north of Corpus Christi near the town of Three Rivers. As seen in previous sections of this report, Choke Canyon State Park has two units that reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Tables 27 and 28** below.

Choke Canyon State Park (Calliham Unit) – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
38,720	9,325	48,050	$457,526	($627,834)	73%

Table 27: Choke Canyon (Calliham Unit) State Park FY 2007 Performance Statistics

Choke Canyon State Park (South Shore Unit) – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
60,426	0	60,426	0♦	($ 50,236) ♦	0%

Table 28: Choke Canyon (South Shore Unit) State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Choke Canyon State Park in the 2008/2009 biennium:

1. (Calliham Unit) Water treatment plant repairs - repair intake structure, pumps, sedimentation ponds, and transfer pump and some piping.

2. (Calliham Unit) Replace site roofs - most of the existing composition shingle roofs in the park require replacement due aging and to destructive invasion by raccoons. New replacement metal roofing will eliminate this damage.

3. (South Shore Unit) Roof repairs/replacements at park - most of the existing composition shingle roofs in the park require replacement due aging and to destructive invasion by raccoons. New replacement metal roofing will eliminate this damage.

♦Revenues for Choke Canyon State Park South Shore Unit are reported in conjunction with revenues from the Calliham Unit, as the two units are managed collaboratively. The additional expenses noted are those directly attributed solely to the South Shore Unit.

PROJECTED IMPACT ON PARK ATTENDANCE

Choke Canyon State Park features a 26,000 acre lake that is among the more popular fishing lakes among all state parks in the system. Located between San Antonio and Corpus Christi, this park is a popular destination among both day and overnight visitors. The quality and state of repairs of roofs that are prominent and necessary shade shelters directly influence the quality of the visitor experience at the park. It is projected that improvements to the attractiveness, functionality, and long-term integrity of these structures will make a noticeable impact on the ability of the park to maintain and improve current visitation.

It is the consensus of the Consultant Team that performing the following two (2) capital projects will likely generate additional attendance to the park:

- **(Calliham Unit) Replace site roofs**
- **(South Shore Unit) Roof repairs / replacements at the park**

These projections are based on the findings that these projects will dramatically improve facilities that will make them more attractive and marketable to increased use by both day and overnight, while also attending to stated preferences of current park users. The quality of shade shelters at Choke Canyon State Park are directly related to visitor satisfaction.

It is the consensus of the Consultant Team that performing the following proposed capital project will preserve the ability of the park to maintain its current annual visitation:

- **Water treatment plant repairs**

This projection is based on the findings that this capital project is addressing serious deterioration of major infrastructure required to remain in good working condition to keep the park open to the public.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Both units of Choke Canyon State Park collectively operate at 67% operational cost recovery, not including management overhead applied beyond the local park level. This is slightly above average of all state parks in the system and would likely feature greater operational cost recovery with improved amenities among the day and overnight facilities. Choke Canyon State Park is well positioned for projected growth in visitation and subsequent revenues with improved facilities that are more conducive and marketable for increased use. Additionally, major renovations and repairs to these assets will reduce operational maintenance requirements currently required to address ongoing vandalism from wildlife to keep these facilities in service to the public.

It is the consensus of the Consultant Team that performing the following two (2) capital projects will likely generate revenues to cover costs:

- **(Calliham Unit) Replace site roofs**
- **(South Shore Unit) Roof repairs / replacements at the park**

These projections are based on the findings that these projects will improve facilities that will make them more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Water treatment plant repairs**

This projection is based on the findings that this capital project is required to maintain major infrastructure in the park that must remain in good working condition to keep the park open and available at its current capacity to the public.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to the water treatment plant**

DAINGERFIELD STATE PARK

Daingerfield State Park is located in Region 8, east of Dallas and southwest of Texarkana. As seen in previous sections of this report, Daingerfield State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 29** below.

Daingerfield State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
33,788	21,946	55,734	$263,356	($375,358)	70%

Table 29: Daingerfield State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Daingerfield State Park in the 2008/2009 biennium:

1. Connect wastewater system to local municipality - design and construct a wastewater collection system to eliminate the existing septic tank system in the park. Tie the park into the City of Daingerfield's wastewater collection system.

2. Replace deteriorated camping area restrooms - the restrooms servicing the camping areas are old and near the end of their serviceable life. The restrooms need to be replaced.

3. Repair deteriorated CCC built buildings - repair deteriorated structures. The park has many building built in the 1930's by the CCC. This project is to repair the Bass Lodge, Boat House, and the Concession Building.

PROJECTED IMPACT ON PARK ATTENDANCE

Daingerfield State Park features an 80-acre lake that is popular for fishing and human-powered boating. The quality and state of repairs of restrooms and prominent CCC structures directly influence the quality of the visitor experience at the park. It is projected that improvements to the attractiveness, functionality, and long-term integrity of these structures will make a noticeable impact on the ability of the park to maintain and improve current visitation.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Replace deteriorated camping area restrooms**

This projection is based on the findings that this project will dramatically improve facilities that are potentially detracting from the current satisfaction of visitors, and will make them more attractive and marketable to increased use by both day and overnight visitors.

It is the consensus of the Consultant Team that performing the following two (2) proposed capital projects will preserve the ability of the park to maintain its current annual visitation:

- **Connect wastewater system to local municipality**

- **Repair deteriorated CCC built buildings**

This projection is based on the findings that this capital project is addressing serious deterioration of major infrastructure required to remain in good working condition to keep the park open to the public. Additionally, the CCC built structures are prominent to the park and subsequent visitor satisfaction. Improvement to the condition of these structures will assist the park to maintain its current level of attendance.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Daingerfield State Park currently operates at 70% operational cost recovery, not including management overhead applied beyond the local park level. This is slightly above average of all state parks in the system and would likely feature greater operational cost recovery with improved amenities among the day

and overnight facilities. Additionally, major renovations and repairs to these assets will reduce operational maintenance requirements currently required to keep these facilities in service to the public.

It is the consensus of the Consultant Team that performing the following capital project will likely generate revenues to cover costs:

- **Replace deteriorated camping area restrooms**

This projection is based on the findings that this project will improve facilities that will make them more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following two (2) capital projects will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Connect wastewater system to local municipality**
- **Repair deteriorated CCC built buildings**

These projections are based on the findings that these capital projects are required to maintain major infrastructure and prominent structures in the park that must remain in good working condition to keep the park open and available at its current capacity to the public.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to the wastewater system and CCC built structures**

DAVIS MOUNTAINS STATE PARK

Davis Mountains State Park is located in Region 1, approximately a three-hour drive southwest of El Paso near the town of Fort Davis. As seen in previous sections of this report, Davis Mountains State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 30** below.

Davis Mountains State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
39,442	37,527	76,969	$359,950	($361,251)	100%

Table 30: Davis Mountains State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Davis Mountains State Park in the 2008/2009 biennium:

1. Wastewater system improvements - replace existing On-site Sanitary Sewage Facilities (OSSF) and connect to nearest waste system serving the City of Fort Davis, approximately six (6) miles away.

2. Replace failing group picnic area restroom - replace existing, failing restroom in the Group Picnic Areas with pre-manufactured CXT comfort station.

3. Exterior Wall Repairs to CCC built Warehouse – CCC built Warehouse building has significant exterior wall damage to its historic fabric including varmint destruction, shifting and cracking wall, multiple minor plaster cracks and failures, and general sealing and repairing. Replace doors and windows.

4. Renovate CCC Park Ranger Residence - the CCC built Rangers Residence is in need of extensive interior and exterior repairs to prevent destruction of the historic fabric. Make exterior plaster wall repairs, roof repairs, and interior renovations.

PROJECTED IMPACT ON PARK ATTENDANCE

Davis Mountains State Park is frequently touted as among the crown jewels of the state park system largely because of its pristine environment, diversity of accommodations and facilities, and relative remoteness. The average park visitor can enjoy a wilderness experience that many have described as rejuvenating and therapeutic, while also having improved facilities that support easy camping or relaxing stays in the Indian Lodge.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Replace failing group picnic area restroom**

This projection is based on the findings that this project will dramatically improve facilities that will make them more attractive and marketable to increased use by a greater diversity of both day and overnight visitors.

It is the consensus of the Consultant Team that performing the following proposed capital projects will preserve the ability of the park to maintain its current annual visitation:

- **Wastewater system improvements**

This projection is based on the findings that this capital project is addressing serious deterioration of major infrastructure required to remain in good working condition to keep the park open to the public.

It is the consensus of the Consultant Team that performing the following two (2) capital projects will likely not generate additional attendance to the park:

- **Exterior Wall Repairs to CCC built Warehouse**
- **Renovate CCC Park Ranger Residence**

These projections are based on the finding that these capital projects are addressing necessary repairs to maintain the integrity of these historic structures, but are not directly related to the visitor experience.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Davis Mountains State Park currently operates at 100% operational cost recovery, not including management overhead applied beyond the local park level. This is among the higher performing state parks in the system and would likely feature greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital project will likely generate revenues to cover costs:

- **Replace failing group picnic area restroom**

This projection is based on the findings that this project will improve facilities that will make them more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following three (3) capital projects will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Wastewater system improvements**
- **Exterior Wall Repairs to CCC built Warehouse**
- **Renovate CCC Park Ranger Residence**

These projections are based on the findings that these capital projects are required to maintain major infrastructure that must remain in good working condition to keep the park open and available at its current capacity to the public. Additionally, repair to decaying historic structures will reduce ongoing operational maintenance costs required to keep these facilities in repair needed for park use.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to the wastewater system and CCC built structures**

ENCHANTED ROCK STATE NATURAL AREA

Enchanted Rock State Natural Area is located in Region 7, approximately a 90-minute drive west of Austin and north of San Antonio, in the heart of the Texas Hill Country. As seen in previous sections of this report, Enchanted Rock State Natural Area reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 31** below.

Enchanted Rock State Natural Area – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
157,712	38,179	195,891	$909,263	($503,722)	180.5%

Table 31: Enchanted Rock State Natural Area FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Enchanted Rock State Natural Area in the 2008/2009 biennium:

1. Wastewater system repairs/replacement - replace or repair two septic systems.

PROJECTED IMPACT ON PARK ATTENDANCE

Enchanted Rock State Natural Area features a 425-foot tall granite dome that is among the most distinguished natural features of Texas and an icon of the Texas Hill Country. The park's popularity has forced TPWD management to enact visitation restrictions that are frequently enforced in the peak visitation seasons limiting park visitors to the available parking spaces located in the park. This state natural area is prime example of a state park that is being "loved to death" by its visitors. This heavy use places all aspects of infrastructure under strain and requires significant maintenance to keep in service.

It is the consensus of the Consultant Team that performing this capital project will not potentially increase current park attendance, but will undoubtedly preserve the ability of the park to maintain its current visitation.

This projection is based on the findings that this capital project is addressing serious deterioration of major infrastructure required to remain in good working condition to keep the park open to the public.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Enchanted Rock State Natural Area currently operates at 180.5% operational cost recovery, not including management overhead applied beyond the local park level. This is among the highest performing state parks in the system. Revenues are predominantly generated from both day and overnight visitation. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing this capital project may not potentially increase current revenue generation, but will undoubtedly preserve the ability of the park to maintain its current level of financial performance.

This projection is based on the findings that this project will dramatically improve major infrastructure at the park required to be maintained in good working condition for the park to continue its current level of service to the public.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Increased operational expenses associated with maintaining decaying infrastructure in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to the wastewater system and CCC built structures**

FALCON STATE PARK

Falcon State Park is located in Region 2. As seen in previous sections of this report, Falcon State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 32** below.

Falcon State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
63,429	19,950	83,379	$198,612	($407,559)	49%

Table 32: Falcon State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Falcon State Park in the 2008/2009 biennium:

1. Renovate wastewater system - replace existing individual OSSF with six shared septic systems.

PROJECTED IMPACT ON PARK ATTENDANCE

The park is largely attended by day visitors, of which predominantly are residents of the region. The infrastructure of Falcon State Park has become increasingly deteriorated over the years and is currently in need of repair. The infrastructure is currently under strain and requires significant maintenance to keep in service.

It is the consensus of the Consultant Team that performing this capital project will not potentially increase current park attendance, but will undoubtedly preserve the ability of the park to maintain its current visitation.

This projection is based on the findings that this capital project is addressing serious deterioration of major infrastructure required to remain in good working condition to keep the park open to the public.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Falcon State Park currently operates at 49% operational cost recovery, not including management overhead applied beyond the local park level. This is below the average of operational cost recovery for state parks in the system. Revenues are predominantly generated from day visitation, with only 25% of total visitation being overnight stays. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing this capital project may not potentially increase current revenue generation, but will undoubtedly preserve the ability of the park to maintain its current level of financial performance.

This projection is based on the findings that this project will dramatically improve major infrastructure at the park required to be maintained in good working condition for the park to continue its current level of service to the public. Additionally, this repair can increase the capacity of the park providing the

foundation of increased visitation and revenues through proactive promotion of the available facilities and services.

Consequences of No Action Taken

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Increased operational expenses associated with maintaining decaying infrastructure in service**
- **Decreased revenue generation from potential lost visitation in case of system failure**
- **Long-term increased costs to the State of Texas for eventual major repairs to the wastewater system**

Fanthorp Inn State Historic Park

Fanthorp Inn State Historic Park is located in Region 5. As seen in previous sections of this report, Fanthorp Inn State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 33** below.

Fanthorp Inn State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
1,829	0	1,829	$0	($79,240)	0%

Table 33: Fanthorp Inn State Historic Park FY 2007 Performance Statistics

Proposed 2008/2009 Capital Projects

The following capital project is proposed for Fanthorp Inn State Historic Park in the 2008/2009 biennium:

1. Renovation of historic structures, Inn & Barn repair and berm, and re-grade upper portion of site to direct road – historic site restored in 1984, in need of major renovation. Site is located in an extremely humid environment, and is plagued by moisture and mildew problems. Drainage currently diverts water towards the resource, resulting in a great deal of moisture.

Projected Impact on Park Attendance

The park is solely attended by day visitors, of which predominantly are organized education or tour groups. The historic structure of Fanthorp Inn State Historic Park has become increasingly deteriorated

over the years and is current need of repair. The infrastructure is currently under strain and requires significant maintenance to keep in service. Additionally, this project addresses site work surrounding the historic structures that can prevent further water damage from occurring as a result of these existing site considerations.

It is the consensus of the Consultant Team that performing this capital project will not potentially increase current park attendance, but will undoubtedly preserve the historic structure from further decay and protect the ability of the park to maintain its current visitation.

This projection is based on the findings that this capital project is addressing serious deterioration of historic structures required to remain in good working condition to preserve this aspect of heritage for the State of Texas and keep the park open to the public.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Fanthorp Inn State Historic Park currently operates at 0% operational cost recovery, not including management overhead applied beyond the local park level. This is among the worst operational cost recovery for state parks in the system. The Consultant Team has found this to be the result of fading market appeal for traditional house museums in contrast to modern alternatives for leisure, educational, or enrichment activities. This historic park provides a great service to the State of Texas in preserving this historic resource, but should not be expected to be high performing revenue generation. Revenues are not currently collected from day visitation, as revenue potential is extremely small and operational requirements for fee collection would escalate the budgetary losses at the park from what they are now.

It is the consensus of the Consultant Team that performing this capital project may not potentially increase current revenue generation, but will undoubtedly preserve the integrity of the historic resource. This project will preserve the character and facilities of the park making potential future revenue generation program development at the park possible.

This projection is based on the findings that this project will dramatically improve historic structures at the park required to be maintained in good working condition for the park to continue its current level of service to the public. Additionally, this repair can increase the potential of the park to provide additional programs or services in the future that can be sources of increased visitation and revenues.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in response to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Increased operational expenses associated with maintaining decaying structures in service**

- **Loss of historic resource to the State of Texas**
- **Long-term increased cost to the State of Texas for eventual major repairs to historic structures and site work**

FORT RICHARDSON STATE HISTORIC PARK

Fort Richardson State Historic Park is located in Region 6. As seen in previous sections of this report, Fort Richardson State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 34** below.

Fort Richardson State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
31,680	17,200	48,880	$164,885	($438,435)	38%

Table 34: Fort Richardson State Historic Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Fort Richardson State Historic Park in the 2008/2009 biennium:

1. Renovate pavilion, picnic sites, and restroom to comply with ADA - many of the built features of this park were designed and constructed prior to 1992, the year the Federal government required that public facilities not discriminate against individuals with disabilities and comply with requirements under the Americans with Disabilities Act Accessibility Guidelines (ADAAG). Repairs and renovations are required to make facilities ADA compliant and to meet current accessibility standards.

2. Renovate headquarters, entry to headquarters, and parking to comply with ADA - this project will bring this park into compliance with federally mandated requirements.

PROJECTED IMPACT ON PARK ATTENDANCE

Fort Richardson State Historic Park preserves an important aspect of Texas history for current and future generations of Texans. It is generally well visited for a historic fort managed within a state park system and features good overall attendance at nearly 50,000 each year. This park features both day and overnight amenities for visitors, which is not always common among the system of historic parks managed by the State. Renovation of facilities to comply with ADA requirements is essential and necessary to remain operational as a public facility.

It is the consensus of the Consultant Team that performing these capital projects will not likely generate additional attendance to the park, but will maintain the park's compliance with federal ADA requirements.

This projection is based on the findings that these projects are addressing renovations to facilities and amenities that are required, but will not significantly increase the attractiveness or marketable use of the park.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Fort Richardson State Historic Park currently operates at 38% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly below average for state parks in the system and is likely caused by the increased operational requirements of maintaining historic structures.

It is the consensus of the Consultant Team that performing these capital projects will not generate additional revenues, but is undoubtedly necessary for the park to remain in compliance with federal ADA requirements.

This projection is based on the findings that these projects are addressing renovations to facilities and amenities that are required, but will not significantly increase the attractiveness or marketable use of the park. Therefore, subsequent increased revenues as a result of these capital projects are not expected.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Loss of compliance with federal ADA requirements and mandates**
- **Long-term increased costs to the State of Texas for eventual renovations to address federal ADA requirements and mandates**

GARNER STATE PARK

Garner State Park is located in Region 7, southwest of San Antonio in the southern tip of the Texas Hill Country and is located along the Frio River. As seen in previous sections of this report, Garner State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 35** below.

Garner State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
80,866	223,008	303,874	$2,206,138	($1,166,839)	189%

Table 35: Garner State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Garner State Park in the 2008/2009 biennium:

1. Replace non-compliant restroom - the failing and non-compliant existing restroom # 10 in the day use Oakmont area of the park is in need of replacement with a pre-manufactured CXT comfort station.

2. Repair and renovate CCC built cabins - the 17 cabins in Oakmont Section of Garner State Park were built by the Civilian Conservation Corps. Repair damage to walls, windows, floors and doors caused by foundation failures.

3. Repair screen shelters - the screen shelters are exhibiting roof problems, screen tears, screen door breaks, and paint pealing. Repairs on 22 screen shelters, 16 in River Crossing, and 6 in Oakmont.

4. Group shelter renovations - renovate and enclose old group shelters to include walls, roof insulation, new windows, and HVAC equipment.

PROJECTED IMPACT ON PARK ATTENDANCE

Garner State Park is commonly known as one of the most popular parks in the state park system. This is largely attributed to the beautiful surroundings of the park in the southern end of the Texas Hill Country, and the cool clear waters of the Frio River that is extremely popular among swimmers, tubers, and paddlers. The park features a large variety of amenities and accommodations, and has the only visitation pattern in the state park system where the number of overnight visitors is far greater than day visitors (overnight stays are 175% greater than day visits). This is typically explained because of the relative remoteness of the park and the diversity of activities that require more than a day's stay to enjoy.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate additional attendance to the park:

- **Repair and renovate CCC built cabins**
- **Repair screen shelters**
- **Group shelter renovations**

These projections are based on the findings that these projects will dramatically improve facilities that are already immensely popular and being "loved to death" by very heavy usage. Repairs and renovations of these structures and facilities will make not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable to increased use by a greater diversity of both day and overnight visitors.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Replace non-compliant restroom**

This projection is based on the findings that this capital project is addressing serious deterioration and non-compliance of a restroom in an extremely popular state park. Replacement of this amenity will assist the park maintain a high level of visitor satisfaction and therefore preserve existing attendance.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Garner State Park currently operates at 189% operational cost recovery, not including management overhead applied beyond the local park level. This is the highest performing state park in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate revenues to cover costs:

- **Repair and renovate CCC built cabins**
- **Repair screen shelters**
- **Group shelter renovations**

These projections are based on the findings that these projects will improve facilities that will make them more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Replace non-compliant restroom**

This projection is based on the findings that this capital project is required to maintain an amenity that is heavily used by the public and must remain in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating structures in service**

- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to these structures and facilities**
- **Loss of compliance with restroom facility in day use area**

GOLIAD STATE HISTORIC PARK

Goliad State Historic Park is located in Region 2. As seen in previous sections of this report, Goliad State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 36** below.

Goliad State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
36,396	12,351	48,747	$167,748	($601,570)	28%

Table 36: Goliad State Historic Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Goliad State Historic Park in the 2008/2009 biennium:

1. Repairs and renovations to comply with ADA at park - existing playground equipment in day-use area is not in compliance with current safety and ADA standards as required by state law.

PROJECTED IMPACT ON PARK ATTENDANCE

Goliad State Historic Park preserves an icon of Texas history symbolizing many of the aspects of Texas culture that distinguishes us today. Including two historic mission sites and the birthplace of a national hero of Mexico, this historic state park is a treasure in the system. The amenities of the park include both day and overnight facilities for visitors. Day use areas are very popular for local residents and organized tour and educational groups. Overnight stays are dominated by travelers from out of the region who stop on their way south to the valley (Winter Texans) or those who are solely interested in the historical aspects of the park.

It is the consensus of the Consultant Team that performing this capital project will not potentially increase current park attendance, but will undoubtedly preserve the ability of the park to maintain its current visitation.

This projection is based on the findings that this capital project is addressing serious deterioration and compliance issues of a popular amenity of the day use area. These repairs and renovations must be performed to keep this amenity open for public use.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Goliad State Historic Park currently operates at 28% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly below the average of operational cost recovery for state parks in the system which is largely explained by the increased operational maintenance requirements of managing historic structures. Revenues are predominantly generated from day visitation, with only 25% of total visitation being overnight stays. A loss of current visitation would greatly diminish the ability of this park to continue operating at its current level of success.

It is the consensus of the Consultant Team that performing this capital project may not potentially increase current revenue generation, but will undoubtedly preserve the ability of the park to maintain its current level of financial performance.

This projection is based on the findings that this project will be addressing serious deterioration and compliance issues of a popular amenity of the day use area that must be maintained in good working condition for the park to continue its current level of service to the public. Additionally, this repair can increase the capability of the park to develop progressive revenue generation plans.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased revenue generation from potential lost visitation**

GOOSE ISLAND STATE PARK

Goose Island State Park is located in Region 2, approximately a one hour drive along the coast northeast of Corpus Christi near the city of Rockport. As seen in previous sections of this report, Goose Island State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 37** below.

Goose Island State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
311,418	60,101	371,519	$627,121	($712,777)	88%

Table 37: Goose Island State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Goose Island State Park in the 2008/2009 biennium:

1. Replace bay front shade shelters - replacement of 45 existing shade shelters that continue to experience wicking of moisture into the concrete walls, weakening the reinforcing steel due to rusting and causing the concrete to crack and fall off.

2. Demolish and replace Old Woods restroom - replace the failing and non-compliant existing Old Woods restroom with pre-manufactured CXT restroom.

3. Replace utility service at wooded area multi-use campsite - repair and replace deteriorated electrical service at 43 campsites within the Wooded Area campground. Replace adjacent waterlines and associated pedestal units to each of the 43 campsites.

PROJECTED IMPACT ON PARK ATTENDANCE

Goose Island State Park features exceptional fishing and birding opportunities on the Texas Gulf Coast, and is a popular stop for Winter Texans. Home of the immensely successful Hummingbird Festival, Goose Island State Park features programs and facilities that generate a very large number of day visitors. Day visitors comprise roughly 84% of total visitation to the park, with a reported 311,418 persons in FY 2007.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate additional attendance to the park:

- **Replace bay front shade shelters**

- **Replace utility service at wooded area multi-use campsite**

These projections are based on the findings that these projects will dramatically improve facilities that are already immensely popular and being abused by both very heavy usage and the elements. Repairs and renovations of these structures and facilities will make not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable to increased use by a greater diversity of both day and overnight visitors.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Demolish and replace Old Woods restroom**

This projection is based on the findings that this capital project is addressing serious deterioration and non-compliance of a restroom in an extremely popular state park. Replacement of this amenity will assist the park maintain a high level of visitor satisfaction and therefore preserve existing attendance.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Goose Island State Park currently operates at 88% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly above the average performance of state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate revenues to cover costs:

- **Replace bay front shade shelters**
- **Replace utility service at wooded area multi-use campsite**

This projection is based on the findings that this project will improve facilities that will make them more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Demolish and replace Old Woods restroom**

This projection is based on the findings that this capital project is required to maintain an amenity that is heavily used by the public and must remain in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating structures in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to these structures and facilities**

HUECO TANKS STATE HISTORIC PARK

Hueco Tanks State Historic Park is located in Region 1, approximately a 30 minute drive west of El Paso. As seen in previous sections of this report, Hueco Tanks State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 38** below.

Hueco Tanks State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
19,227	4,059	23,286	$124,969	($251,508)	50%

Table 38: Hueco Tanks State Historic Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Hueco Tanks State Historic Park in the 2008/2009 biennium:

1. Renovate the existing wastewater and electrical systems - renovate the existing wastewater system and dump station; replace 30 amp service with 50 amp.

PROJECTED IMPACT ON PARK ATTENDANCE

Hueco Tanks State Historic Park is a relatively small state park with an enormous reputation. Besides being home to a spectacular collection of petroglyph and pictograph rock art, Hueco Tanks is among the most popular bouldering and climbing areas in the United States. Unfortunately, vandalism of the archeologically significant rock art within the park has caused a tightening of the visitation and use policies which has had a negative impact on park attendance and revenue generation. Overnight stays are dominated by travelers from out of the region who journey here to climb or those who are solely interested in the archeological aspects of the park.

It is the consensus of the Consultant Team that performing this capital project will likely increase current park attendance.

This projection is based on the findings that this capital project is repairing and updating major infrastructure supporting overnight stays in the park. These repairs and renovations will increase the attractiveness and marketability of increased usage of the park.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Hueco Tanks State Historic Park currently operates at 50% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly below the average of operational cost recovery for state parks in the system which is largely explained by the visitation and use restrictions of the park inhibited increased usage and subsequent revenues.

It is the consensus of the Consultant Team that performing this capital project may potentially increase current revenue generation.

This projection is based on the findings that this project is repairing and updating major infrastructure supporting overnight stays in the park. These repairs and renovations will increase the attractiveness and marketability of increased usage of the park. Increased usage of the park by overnight visitors will increase revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by overnight visitors**
- **Decreased revenue generation from potential lost visitation**
- **Decreased operational cost recovery from lost revenues**

HUNTSVILLE STATE PARK

Huntsville State Park is located in Region 5, approximately a 90 minute drive north of Houston close to the Interstate 45 corridor. As seen in previous sections of this report, Huntsville State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 39** below.

Huntsville State Park – FY 2007					
Day Visits	Overnight Visits	Grand Total Visits	Annual Revenues	Annual Expenses	Percentage Cost Recovery
143,868	59,219	203,087	$758,584	($773,971)	98%

Table 39: Huntsville State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Huntsville State Park in the 2008/2009 biennium:

1. Connect park systems to the City of Huntsville Water and Wastewater System - in a move to remove wastewater treatment and potable water wells from parks, this project would connect the

water and wastewater systems of Huntsville State Park to the City of Huntsville's system. This would reduce long term costs and maintenance from this park, allow for safer, healthier services to our guests, and reduce any inconveniences from old and dilapidated waste treatment and domestic water systems.

2. Replace three (3) existing and non-accessible restrooms - there are three (3) restrooms in the park that have old, corroding plumbing and are rotting due to age and moisture, causing inconveniences and higher maintenance. As well, these existing restrooms are not ADA compliant and fully accessible. This project would replace those restrooms with updated concrete modular restrooms that are more durable, have new plumbing, and are ADA compliant and fully accessible.

3. Restroom replacement and improvements - the restrooms in the park have deteriorated beyond the point of repair, due to corroded plumbing and rot. This project replaces the restrooms at the small beach (built c.1958) and the stables (c.1973), with concrete modular restrooms, that are durable, new, and ADA compliant and fully accessible. It also improves the restroom and drinking fountain inside the headquarters (c.1977).

PROJECTED IMPACT ON PARK ATTENDANCE

Huntsville State Park features exceptional trail activities, including guided horseback rides. Additionally, the 210-acre lake provides for fishing, birding, and human-powered boat opportunities in a pristine setting. Huntsville State Park features activities and facilities that generate a large number of day visitors. Day visitors comprise roughly 71% of total visitation to the park, with a reported 143,868 persons in FY 2007.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Connect park systems to the City of Huntsville Water and Wastewater System**
- **Replace three (3) existing and non-accessible restrooms**
- **Restroom replacement and improvements**

This projection is based on the findings that this capital project is addressing serious deterioration and non-compliance of restrooms in popular state park for both day and overnight visits. Repair and replacement of these amenities will assist the park maintain a high level of visitor satisfaction and therefore preserve existing attendance.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Huntsville State Park currently operates at 98% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly above the average performance of state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital projects will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Connect park systems to the City of Huntsville Water and Wastewater System**
- **Replace three (3) existing and non-accessible restrooms**
- **Restroom replacement and improvements**

This projection is based on the findings that these capital projects are required to maintain an amenity that is heavily used by the public and must remain in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in response to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Decreased revenue generation from potential lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to these structures and facilities**

INKS LAKE STATE PARK

Inks Lake State Park is located in Region 7, approximately a 90 minute drive west of Austin and north of San Antonio. As seen in previous sections of this report, Inks Lake State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 40** below.

Inks Lake State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
38,219	104,505	142,824	$1,386,020	($1,154,340)	120%

Table 40: Inks Lake State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Inks Lake State Park in the 2008/2009 biennium:

1. Repair and replace 65 campsites and renovate water service to each campsite - repair and replace deteriorated electrical service at 65 campsites. Replace adjacent waterlines and associated pedestal units to each.

PROJECTED IMPACT ON PARK ATTENDANCE

Inks Lake State Park is among the more popular state parks for overnight stays. In addition to providing great access to lake sports and activities, Inks Lake State Park also is responsible for overseeing the operations of nearby Longhorn Caverns State Park. Inks Lake State Park is similar to Garner State Park in that the popularity of overnight stays far outweighs the annual day visitors. Overnight visitors comprise roughly 73% of total visitation to the park, with a reported 104,505 persons in FY 2007.

It is the consensus of the Consultant Team that performing this capital project will likely increase current park attendance.

This projection is based on the findings that this capital project is repairing and updating major infrastructure supporting overnight stays in the park. These repairs and renovations will increase the attractiveness and marketability of increased usage of the park.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Inks Lake State Park currently operates at 120% operational cost recovery, not including management overhead applied beyond the local park level. This is among the highest performing state parks in the system which is largely explained by the immensity of overnight visitation and subsequent revenues.

It is the consensus of the Consultant Team that performing this capital project may potentially increase current revenue generation.

This projection is based on the findings that this project is repairing and updating major infrastructure supporting overnight stays in the park. These repairs and renovations will increase the attractiveness and marketability of increased usage of the park. Increased usage of the park by overnight visitors will increase revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by overnight visitors**
- **Decreased revenue generation from potential lost visitation**
- **Decreased operational cost recovery from lost revenues**

- **Long-term increased costs to the State of Texas for eventual major repairs to these structures and facilities**

KICKAPOO CAVERN STATE PARK

Kickapoo Cavern State Park is located in Region 1, approximately a 90 minute drive southwest of San Antonio near the town of Brackettville. As seen in previous sections of this report, Kickapoo Cavern State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 41** below.

Kickapoo Cavern State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
713	0	713	$5,871	($130,009)	4.5%

Table 41: Kickapoo Cavern State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Kickapoo Cavern State Park in the 2008/2009 biennium:

1. Certify water system as a Public Water System (PWS) - replace existing pump house, storage vessel and associated piping to certify as a PWS and to increase capacity and allow for increased visitation.

PROJECTED IMPACT ON PARK ATTENDANCE

Kickapoo Cavern State Park is among the newest and least developed state parks in the system. This relatively large park with limited development features 15 caverns, as well as birding and significant mountain biking trails. One of the largest inhibitors for increased visitation to Kickapoo Caverns State Park is the lack of capacity. This park is currently underutilized and only hosted approximately 713 visitors in FY 2007.

It is the consensus of the Consultant Team that performing this capital project will likely increase current park attendance.

This projection is based on the findings that this capital project is updating major infrastructure supporting overnight stays in the park. These repairs and renovations will increase the attractiveness and marketability for increased usage of the park.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Kickapoo Cavern State Park currently operates at 4.5% operational cost recovery, not including management overhead applied beyond the local park level. This is among the lowest performing state parks in the system which is largely explained by the lack of capacity, newness of the park, and lack of supporting infrastructure to increase capacity.

It is the consensus of the Consultant Team that performing this capital project may potentially increase current revenue generation.

This projection is based on the findings that this project is updating major infrastructure supporting overnight stays in the park. These repairs and renovations will increase the attractiveness and marketability of increased usage of the park. Increased usage of the park by overnight visitors will increase revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from lost potential revenues**
- **Long-term increased costs to the State of Texas for eventual projects to develop infrastructure**

LA PORTE REGIONAL OFFICE

La Porte Regional Office is located in Region 4, in the town of La Porte within the Houston-Galveston-Beaumont MSA.

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for La Porte Regional Office in the 2008/2009 biennium:

1. Renovation of Parks Region 4 Headquarters - the Region 4 Office is a substantial masonry building that is deteriorating due to age and deferred maintenance. This project is intended to comprehensively address all repairs and maintenance needs as well as bring it into compliance with ADA requirements.

PROJECTED IMPACT ON PARK ATTENDANCE

It is the consensus of the Consultant Team that performing this capital project will likely not increase current park attendance.

This projection is based on the findings that this capital project is updating major infrastructure to facilities not open for public park and recreation opportunities.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

It is the consensus of the Consultant Team that performing this capital project will not potentially increase current revenue generation.

This projection is based on the findings that this capital project is updating major infrastructure to facilities not open for fee-based public park and recreation opportunities.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Long-term increased costs to the State of Texas for eventual projects to repair infrastructure**

LAKE BROWNWOOD STATE PARK

Lake Brownwood State Park is located in Region 6, approximately a 15 minute drive north of Brownwood. As seen in previous sections of this report, Lake Brownwood State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 42** below.

Lake Brownwood State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
33,307	40,888	74,195	$513,821	($788,560)	65%

Table 42: Lake Brownwood State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Lake Brownwood State Park in the 2008/2009 biennium:

1. Connect park water system to Brooksmith Water System – Texas Commission for Environmental Quality has inspected the existing water plant and found many problems.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Brownwood State Park borders a 7,300-acre lake that is popular for local residents for swimming, boating and fishing. Additionally, the park offers trail activities and bird watching. The park operates with a nearly even proportion of day and overnight visitors, which is largely attributed to residents within the region utilizing the park as a local park and recreation amenity.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is updating major infrastructure supporting both day and overnight stays in the park, which are critical to preserving the ability of the park to maintain its current level of usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lake Brownwood State Park currently operates at 65% operational cost recovery, not including management overhead applied beyond the local park level. This is average for state parks in the system which is mostly due to the lack of major use of the park by out of region travelers. This park is predominantly utilized by residents of the region.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional revenue, but will undoubtedly preserve the ability of the park to maintain its current financial performance.

This projection is based on the findings that this project is updating major infrastructure supporting day and overnight stays in the park. These repairs are critical to preserving the ability of the park to maintain its current level of usage and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from lost potential revenues**
- **Decreased operational cost recovery from operational maintenance requirements of deteriorated infrastructure**
- **Long-term increased costs to the State of Texas for eventual projects to repair infrastructure**

LAKE CASA BLANCA INTERNATIONAL STATE PARK

Lake Casa Blanca International State Park is located in Region 2, in close proximity to the City of Laredo on the Texas-Mexico border. As seen in previous sections of this report, Lake Casa Blanca International State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 43** below.

Lake Casa Blanca International State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
192,549	42,324	234,873	$741,168	($651,731)	114%

Table 43: Lake Casa Blanca International State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Lake Casa Blanca International State Park in the 2008/2009 biennium:

1. Replace deteriorated restrooms - Lake Casa Blanca has many old, deteriorated, failing, and non-compliant restrooms that need to be replaced; provide five (5) new pre-manufactured CXT restroom and comfort stations.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Casa Blanca International State Park borders a 1,650-acre lake that is popular for local residents for swimming, fishing, birding, and paddling. The park features group and picnic facilities that are immensely popular for day visits from residents within the region. In addition, the park provides sports facilities for local leagues and team usage. Lake Casa Blanca International State Park features activities and facilities that generate a large number of day visitors. Day visitors comprise roughly 82% of total visitation to the park, with a reported 192,549 persons in FY 2007.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is updating major infrastructure supporting both day and overnight stays in the park, which are critical to preserving the ability of the park to maintain its current level of usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lake Casa Blanca International State Park currently operates at 114% operational cost recovery, not including management overhead applied beyond the local park level. This is among the highest performing state parks in the system which is mostly due to the major use of the park by local residents.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional revenue, but will undoubtedly preserve the ability of the park to maintain its current financial performance.

This projection is based on the findings that this project is updating major infrastructure supporting day and overnight stays in the park. These repairs are critical to preserving the ability of the park to maintain its current level of usage and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from lost potential revenues**
- **Decreased operational cost recovery from operational maintenance requirements of deteriorated infrastructure**

- **Long-term increased costs to the State of Texas for eventual projects to repair infrastructure**

LAKE CORPUS CHRISTI STATE PARK

Lake Corpus Christi State Park is located in Region 4, approximately a 90-minute drive south of San Antonio and 30 minutes north of Corpus Christi. As seen in previous sections of this report, Lake Corpus Christi State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed below in **Table 44**.

Lake Corpus Christi State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
51,700	38,759	90,459	$398,541	($706,516)	56%

Table 44: Lake Corpus Christi State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Lake Corpus Christi State Park in the 2008/2009 biennium:

1. Repair screened shelters - repair and replace non-compliant dilapidated screened cabins (25). Electrical service and lighting to be repaired in all units.

2. Repair collapsed retaining wall - high lake levels and wind driven waves washed out the backfill along a concrete retaining wall at the lakeshore causing a 150 foot section to collapse. This project will repair that section of wall adding additional anchorage.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Corpus Christi State Park features exceptional fishing and birding opportunities near the Texas Gulf Coast, and is a popular stop for Winter Texans. This park is near the city of Mathis that has an exceptionally high poverty rate. The state park is touted by local officials as one of the sustaining elements of the City, and the City is hopeful to see its infrastructure maintained for that purpose.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Repair screen shelters**

This projection is based on the findings that this project will dramatically improve facilities that are already popular among overnight visitors and necessary given in the environmental conditions of the area. Renovation of these structures and facilities will make not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable to increased use.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but is necessary to maintain for environmental protection of the shoreline.

- **Repair collapsed retaining wall**

This projection is based on the findings that this capital project is addressing serious deterioration of a necessary asset that provides shoreline protection and anchorage. Current conditions of this amenity are not critical to park capacity or visitor satisfaction at this time.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lake Corpus Christi State Park currently operates at 56% operational cost recovery, not including management overhead applied beyond the local park level. This is lightly below the average performance of state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate revenues to cover costs:

- **Repair screen shelters**

This projection is based on the findings that this project will improve facilities that will make them more attractive and marketable to increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional revenue.

- **Repair collapsed retaining wall**

This projection is based on the findings that this capital project is addressing serious deterioration of a necessary asset that provides shoreline protection and anchorage. Current conditions of this amenity are not critical to park capacity or visitor satisfaction at this time. Addressing this issue, however, will protect against future increase operational maintenance requirements to improve shoreline conditions from increased erosion.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating structures in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to these structures and facilities**

LAKE LIVINGSTON STATE PARK

Lake Livingston State Park is located in Region 4, approximately a 90 minute drive north of Houston near the town of Livingston. As seen in previous sections of this report, Lake Livingston State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 45** below.

Lake Livingston State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
117,420	66,149	183,569	$629,152	($659,357)	95%

Table 45: Lake Livingston State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Lake Livingston State Park in the 2008/2009 biennium:

1. Repair and replace electrical and water service to the camp sites in the Pin Oak Loop - electrical service and distribution in the Pin Oak Loop camping areas have deteriorated and are in need repair. They are both a safety hazard and an inconvenience to our visitors. The water distribution to this camping area is deteriorating, as well, and requires renovation.
2. Renovate restrooms in the Yaupon Loop and Hercules Club Loop - specific restrooms are not ADA accessible. This proposed project provides accessibility improvements to men's and women's restrooms at the Yaupon and Hercules Club camping loops in the park.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Livingston State Park features exceptional fishing, hiking and biking, a swimming pool, and equestrian opportunities within 90 minutes of Houston. This park provides access to an 84,800-acre lake that is among the most popular in southeast Texas for boating and fishing. Lake Livingston State Park is predominantly used by day visitors seeking access to the lake, with approximately 64% of all visitors being for day use only.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Repair and replace electrical and water service to the camp sites in the Pin Oak Loop**

This projection is based on the findings that this project will dramatically improve amenities that are popular among overnight visitors. Repair of this infrastructure will not only retain current popularity and

protect against a loss of visitation, but will also make them more attractive and marketable for increased use.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance.

- **Renovate restrooms in the Yaupon Loop and Hercules Club Loop**

This projection is based on the findings that this capital project is addressing regulatory ADA requirements, but not improving facilities that are currently an impediment to significant increased usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lake Livingston State Park currently operates at 95% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly above average performance of state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate revenues to cover costs:

- **Repair and replace electrical and water service to the camp sites in the Pin Oak Loop**

This projection is based on the findings that this project will dramatically improve amenities that are popular among overnight visitors. Repair of this infrastructure not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable for increased use and subsequent revenues.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional revenue.

- **Renovate restrooms in the Yaupon Loop and Hercules Club Loop**

This projection is based on the findings that this capital project is addressing regulatory ADA requirements, but not improving facilities that are currently an impediment to significant increased usage and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating structures in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to infrastructure**

LAKE SOMERVILLE STATE PARK

Lake Somerville State Park is located in Region 5, approximately a 60 minute drive east of Austin and a 90 minute drive west of Houston. As seen in previous sections of this report, Lake Somerville State Park has two units that reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Tables 46 and 47** below.

Lake Somerville State Park (Birch Creek Unit) – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
89,200	45,227	134,427	$368,497	($493,236)	75%

Table 46: Lake Somerville (Birch Creek Unit) State Park FY 2007 Performance Statistics

Lake Somerville State Park (Nails Creek Unit) – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
46,824	581	47,405	$ 85.00♦	($ 183,816) ♦	0.05%

Table 47: Lake Somerville (Nails Creek Unit) State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Lake Somerville State Park in the 2008/2009 biennium:

1. (Birch Creek Unit) Replace or repair two (2) deteriorated restrooms - two (2) restrooms at the park have corroded and failing plumbing and the structures are worn with age. These are inconvenient to guests and need to be replaced or repaired.
2. (Birch Creek Unit) Repairs and renovations to comply with ADA at park - with the exception of the newer headquarters/visitor center, the park is not ADA compliant.

♦Revenues for Lake Somerville Nails Creek Unit are reported in conjunction with revenues from the Birch Creek Unit, as the two units are managed collaboratively. The additional expenses noted are those directly attributed solely to the South Shore Unit.

3. (Nails Creek Unit) Replace or repair one (1) deteriorated restroom - one (1) US Army Corps of Engineers (USACE) restroom is deteriorated and inaccessible. The restroom is an inconvenience to guests and should be replaced or repaired.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Somerville State Park features an 11,360-acre lake that is among the most popular fishing and boating lakes in the region. Additionally, Lake Somerville State Park offers excellent trails for hiking, mountain biking and equestrian users. Located between Austin and Houston, this park is a popular destination among both day and overnight visitors. The quality and state of repairs of restrooms that are prominent and necessary directly influence the quality of the visitor experience at the park. It is projected that improvements to the attractiveness, functionality, and long-term integrity of these structures will make a noticeable impact on the ability of the park to maintain and improve current visitation.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **(Birch Creek Unit) Replace or repair two (2) deteriorated restrooms**
- **(Nails Creek Unit) Replace or repair one (1) deteriorated restroom**

These projections are based on the findings that these capital projects are updating major infrastructure supporting both day and overnight stays in the park, which are critical to preserving the ability of the park to maintain its current level of usage.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional annual visitation:

- **(Birch Creek Unit) Repairs and renovations to comply with ADA at park**

This projection is based on the findings that this capital project is addressing regulatory ADA requirements, but not improving aspects of facilities that are a serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Both units of Lake Somerville State Park collectively operate at 54% operational cost recovery, not including management overhead applied beyond the local park level. This is below average for all state parks in the system and would likely feature greater operational cost recovery with improved amenities among the day and overnight facilities. Lake Somerville State Park is well positioned for projected growth in visitation and subsequent revenues with improved facilities that are more conducive and marketable for increased use. Additionally, major renovations and repairs to these assets will reduce operational maintenance requirements currently required to address ongoing environmental conditions to keep these facilities in service to the public.

It is the consensus of the Consultant Team that performing the following capital projects will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **(Birch Creek Unit) Replace or repair two (2) deteriorated restrooms**
- **(Nails Creek Unit) Replace or repair one (1) deteriorated restroom**

This projection is based on the findings that these capital projects are required to maintain major infrastructure in the park and must remain in good working condition to provide satisfactory visitor experiences and subsequent revenue generation.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional annual revenue:

- **(Birch Creek Unit) Repairs and renovations to comply with ADA at park**

This projection is based on the findings that this capital project is addressing regulatory ADA requirements, but not improving aspects of facilities that are a serious impediment to current visitation or revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to facilities and infrastructure**

LAKE TEXANA STATE PARK

Lake Texana State Park is located in Region 4, approximately a 90 minute drive west of Houston near the town of Edna. As seen in previous sections of this report, Lake Texana State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 48** below.

Lake Texana State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
22,939	40,247	63,186	$288,414	($497,492)	58%

Table 48: Lake Texana State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Lake Texana State Park in the 2008/2009 biennium:

1. Replace wastewater collection system - the existing wastewater collection system is worn out and failing.

2. Repair and replace the electrical and water distribution service to the campsites in the multi-use camping area - the electrical services to the campsites in the Multi-Use Camping Area need to be repaired and replaced.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Texana State Park features fishing, boating, and camping opportunities within 90 minutes of Houston. This park provides access to an 11,000-acre lake that is among the residents of the region for human-powered boating and fishing. Lake Texana State Park is predominantly used by overnight visitors seeking access to the lake, with approximately 64% of all visitors being for overnight use.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Repair and replace the electrical and water distribution service to the campsites in the multi-use camping area**

This projection is based on the findings that this project will dramatically improve amenities that are popular among overnight visitors. Repair of this infrastructure will not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable for increased use.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Replace wastewater collection system**

This projection is based on the findings that this capital project is updating major infrastructure supporting both day and overnight stays in the park, which are critical to preserving the ability of the park to maintain its current level of usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lake Texana State Park currently operates at 58% operational cost recovery, not including management overhead applied beyond the local park level. This is slightly below average performance of state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital project will likely generate revenues to cover costs:

- **Repair and replace the electrical and water distribution service to the campsites in the multi-use camping area**

This projection is based on the findings that this project will dramatically improve amenities that are popular among overnight visitors. Repair of this infrastructure will not only retain current popularity and protect against a loss of visitation, but will also make it more attractive and marketable for increased use and subsequent revenues.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Replace wastewater collection system**

This projection is based on the findings that this capital project is required to maintain major infrastructure in the park that must remain in good working condition to provide satisfactory visitor experiences and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in response to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to infrastructure**

LAKE WHITNEY STATE PARK

Lake Whitney State Park is located in Region 3, approximately a two-hour drive south of the Dallas-Fort Worth metroplex. As seen in previous sections of this report, Lake Whitney State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 49** below.

Lake Whitney State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
52,561	32,133	84,694	$292,051	($482,034)	61%

Table 49: Lake Whitney State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Lake Whitney State Park in the 2008/2009 biennium:

1. Repair non-compliant water/wastewater system - currently the trailer camping loop at Lake Whitney State Park is composed of 51 sites, 35 of which have wastewater service which does not comply with TCEQ regulations. A central wastewater collection system needs to be installed and the effluent would then be pumped to a central treatment facility.

2. Replace electrical and water services at camp loops - the water distribution system in the park was installed in the 1960's. The system is in need of replacement and the electrical services should be replaced at the same time.

3. Replace potable water distribution system - the potable water system at Lake Whitney State Park was installed in the mid 1960's and utilized galvanized pipe. The park has experienced numerous leaks and the complete system needs renovation.

4. Replace restroom #5 to comply with ADA - restroom #5 is not in compliance with TCEQ regulations not ADA compliant.

5. ADA replacements to recreation hall and screen shelters - repair / renovate to comply with ADA.

PROJECTED IMPACT ON PARK ATTENDANCE

Lake Whitney State Park borders a 23,500-acre lake that is popular amongst visitors for boating, diving, hiking, mountain biking, birding, camping, and day use. The park has nearly an even balance of day and overnight use, which is predominantly from residents of the region.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Replace electrical and water services at camp loops**

This projection is based on the findings that this project will dramatically improve facilities that are already popular for overnight visitors. Repairs and renovations of this infrastructure will make not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable for increased use.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Repair non-compliant water/wastewater system**

- **Replace potable water distribution system**

These projections are based on the findings that these capital projects are addressing serious deterioration and non-compliance of a facilities and infrastructure required to be maintained in good working condition to keep the park open to service for the public.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional annual visitation:

- **Replace restroom #5 to comply with ADA**
- **ADA replacements to recreation hall and screen shelters**

These projections are based on the findings that these capital projects are addressing regulatory ADA requirements, but not improving aspects of facilities that are serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lake Whitney State Park currently operates at 61% operational cost recovery, not including management overhead applied beyond the local park level. This is slightly below average for state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital project will likely generate revenues to cover costs:

- **Replace electrical and water services at camp loops**

This projection is based on the findings that this project will improve facilities that will make them more attractive and marketable for increased use. The increased usage will generate additional revenues to the park.

It is the consensus of the Consultant Team that performing the following capital projects will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Repair non-compliant water/wastewater system**
- **Replace potable water distribution system**

This projection is based on the findings that these capital projects are required to maintain infrastructure that must remain in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional revenue:

- **Replace restroom #5 to comply with ADA**
- **ADA replacements to recreation hall and screen shelters**

These projections are based on the findings that these capital projects are addressing regulatory ADA requirements, but not improving aspects of facilities that are serious impediment to current visitation or revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to infrastructure**
- **Loss of compliance with water/wastewater system**

LONGHORN CAVERNS STATE PARK

Longhorn Caverns State Park is located in Region 7, approximately a 90 minute drive west of Austin near the town of Burnet. As seen in previous sections of this report, Longhorn Caverns State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 50** below.

Longhorn Caverns State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
Longhorn Caverns State Park is completely operated by a private concessionaire. Park visitation data from the concessionaire were not available at the time of publication.			$147,732	$0	N/A

Table 50: Longhorn Caverns State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Longhorn Caverns State Park in the 2008/2009 biennium:

1. Replace cavern lighting system - the Cavern Lighting System was originally installed in 1938 along 6000 feet of passages. Corrosion due to humidity is causing rapid deterioration to lighting fixtures, circuit cabling, junction boxes, relay switching, and grounding throughout the wiring system.
2. Re-roof, renovations, and asbestos abatement - replace aging, failing roof; address rising damp in walls and associated mold risk; remove existing asbestos siding and make interior renovations.

PROJECTED IMPACT ON PARK ATTENDANCE

Longhorn Caverns State Park is home to one of the most unique caverns in the world, and is popular for both residents and visitors to the area. What is also distinctive about Longhorn Caverns State Park is that it is completely operated by a private concessionaire. The park features only day use options and is overseen by the management at Inks Lake State Park nearby.

It is the consensus of the Consultant Team that performing the following capital project will likely generate additional attendance to the park:

- **Replace cavern lighting system**

This projection is based on the findings that this project will dramatically improve infrastructure that is currently aging and failing at times. Repairs and renovations of this infrastructure will make not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable for increased use.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Re-roof, renovations, and asbestos abatement**

This projection is based on the findings that this capital project is addressing serious deterioration of facilities and infrastructure required to be maintained in good working condition to keep the park open for service to the public.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Longhorn Caverns State Park is a unique situation where the park is completely operated by a private concessionaire. TPWD currently has no cost outlay at the local park level of operations, and receives a $147,732 concessionaire fee in FY 2007 as a portion of park revenues.

It is the consensus of the Consultant Team that performing the following capital project will likely generate revenues to cover costs:

- **Replace cavern lighting system**

This projection is based on the findings that this project will dramatically improve infrastructure that is currently aging and failing at times. Repairs and renovations of this infrastructure will not only retain current popularity and protect against a loss of visitation, but will also make them more attractive and marketable for increased use. This increased usage can result in increased revenue generation.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Re-roof, renovations and asbestos abatement**

This projection is based on the findings that this capital project is addressing serious deterioration and non-compliance of a facilities and infrastructure required to be maintained in good working condition to keep the park open for service to the public and able to generate revenues.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Decreased revenue generation from lost visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to infrastructure**

LOST MAPLES STATE NATURAL AREA

Lost Maples State Natural Area is located in Region 7, approximately 90 minutes west of San Antonio near the town of Vanderpool in the southern regions of the Texas Hill Country. As seen in previous sections of this report, Lost Maples State Natural Area reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 51** below.

Lost Maples State Natural Area – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
67,945	19,859	87,804	$421,606	($363,053)	116%

Table 51: Lost Maples State Natural Area FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Lost Maples State Natural Area in the 2008/2009 biennium:

1. Replace water and electrical service and pedestals in camping loops - repair and replace deteriorated electrical service at campsites. Replace adjacent waterlines and associated pedestal units to each.

PROJECTED IMPACT ON PARK ATTENDANCE

Lost Maples State Natural Area is an ecological phenomenon in the state of Texas featuring an isolated stand of uncommon Bigtooth Maple which displays spectacular foliage in the fall. The park is very popular for hiking, camping, fishing, nature and wildlife viewing. The park's peak season typically

corresponds with the fall foliage season as residents and visitors from out of the region get a rare leaf-peeping experience in Texas. Day visitors comprise roughly 77% of total visitation to the park, with a reported 67,945 persons in FY 2007.

It is the consensus of the Consultant Team that performing the proposed capital project will likely generate additional attendance, and also undoubtedly preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is updating major infrastructure supporting overnight stays in the park, which are both responsive to indicated user preferences and critical to preserving the ability of the park to maintain its current level of usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lost Maples State Natural Area currently operates at 116% operational cost recovery, not including management overhead applied beyond the local park level. This is among the highest performing state parks in the system which is mostly due to the popularity of the park in the fall and spring seasons.

It is the consensus of the Consultant Team that performing the proposed capital project will likely generate additional revenue, and also undoubtedly preserve the ability of the park to maintain its current financial performance.

This projection is based on the findings that this project is updating major infrastructure supporting overnight stays in the park. These repairs are critical to both remaining responsive to indicated user preferences and preserving the ability of the park to maintain its current level of usage. This will likely results in increased attendance and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from lost potential revenues**
- **Decreased operational cost recovery from operational maintenance requirements of deteriorated infrastructure**
- **Long-term increased costs to the State of Texas for eventual projects to repair infrastructure**

LYNDON B. JOHNSON STATE HISTORIC PARK

Lyndon B. Johnson State Historic Park is located in Region 7, approximately a one hour drive west of Austin between Johnson City and Fredericksburg. As seen in previous sections of this report, Lyndon B. Johnson State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 52** below.

Lyndon B. Johnson State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
160,272	805	161,077	$202,263	($904,305)	22%

Table 52: Lyndon B. Johnson State Historic Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Lyndon B. Johnson State Historic Park in the 2008/2009 biennium:

1. Renovations to comfort station, bathhouse, and visitor's center to comply with ADA - the sites identified within the park are not currently ADA compliant.
2. Sauer Beckmann Farm Repairs - metal roofs are leaking, historic logs on log cabins are rotting, screen doors are breaking, shutters are separating, and the wood floors are worn.
3. Repair Danz Cabins - the Danz cabins are original log structures in their original locations. The historic cabins are structurally unsound and must be repaired to prevent risk to visitors.

PROJECTED IMPACT ON PARK ATTENDANCE

Lyndon B. Johnson State Historic Park includes 718 acres on the south banks of the Pedernales River, across from the National Park that includes the birthplace and childhood home of President Lyndon B. Johnson. The park is very popular for day visits including education and tour groups, as well as individual travelers and residents. The park does not feature a tremendous amount of activities or amenities, but does feature wildlife viewing, nature study, swimming, fishing, and picnicking.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Sauer Beckmann Farm Repairs**
- **Repair Danz Cabins**

These projections are based on the findings that these capital projects are addressing serious deterioration of historically significant facilities required to be maintained in good working condition to keep the park open for service to the public.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional annual visitation:

- **Renovations to comfort station, bathhouse, and visitor's center to comply with ADA**

These projections are based on the findings that this capital project are addressing regulatory ADA requirements, but not improving aspects of facilities that are a serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Lyndon B. Johnson State Historic Park currently operates at 22% operational cost recovery, not including management overhead applied beyond the local park level. This is below average for state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital projects will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Sauer Beckmann Farm Repairs**
- **Repair Danz Cabins**

This projection is based on the findings that these capital projects are required to maintain historically significant facilities that must remain in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional revenue:

- **Renovations to comfort station, bathhouse, and visitor's center to comply with ADA**

This projection is based on the findings that this capital project is addressing regulatory ADA requirements, but not improving aspects of facilities that are a serious impediment to current visitation or revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating facilities in service**
- **Long-term increased costs to the State of Texas for eventual major repairs to facilities**
- **Loss of compliance with federal ADA requirements**

MARTIN CREEK LAKE STATE PARK

Martin Creek State Lake Park is located in Region 8, approximately 20 minutes southeast of Longview. As seen in previous sections of this report, Martin Creek State Lake Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 53** below.

Martin Creek State Lake Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
44,442	27,469	71,911	$248,940	($382,489)	65%

Table 53: Martin Creek Lake State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for Martin Creek State Lake Park in the 2008/2009 biennium:

1. Replace electric service system - Martin Creek Lake State Park is presently on a single meter system for their primary electrical service. The local electrical provider is willing to take over all primary electrical hardware and maintain it.

PROJECTED IMPACT ON PARK ATTENDANCE

Martin Creek State Lake Park features a 5,000-acre lake this is utilized as a cooling reservoir for a local power generation plant. Martin Creek Lake is known for excellent fishing and boating, and the state park provides facilities for camping, hiking, backpacking, and day use.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is updating major infrastructure supporting the park and cost efficient operations, which are critical to preserving the ability of the park to maintain its current level of usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Martin Creek State Lake Park currently operates at 65% operational cost recovery, not including management overhead applied beyond the local park level. This is average for state parks in the system which is mostly due to the popularity of the park among residents within the region.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional revenue, but will undoubtedly preserve the ability of the park to maintain its current financial performance.

This projection is based on the findings that this project is updating major infrastructure supporting the park. This project is a reasonable opportunity and critical the park to maintain or improve its current level of usage and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from lost cost efficiencies**
- **Decreased operational cost recovery from operational maintenance requirements of deteriorating infrastructure**
- **Long-term increased costs to the State of Texas for eventual project to connect electrical system**

MISSION TEJAS STATE HISTORIC PARK

Mission Tejas State Historic Park is located in Region 8, approximately a two-hour drive north of the Houston metroplex. As seen in previous sections of this report, Mission Tejas State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 54** below.

Mission Tejas State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
10,686	4,212	14,898	$38,296	($232,926)	16%

Table 54: Mission Tejas State Historic Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Mission Tejas State Historic Park in the 2008/2009 biennium:

1. Renovate deteriorated park restrooms - repair deteriorated restrooms. Renovate existing restrooms in the camp area and picnic area.
2. Replace deteriorated pedestrian bridges and renovate existing trail system - the park has a number of hiking trails in need of repair. The repairs are important for visitors to have a safe experience in the outdoors. Replace deteriorated pedestrian bridges and renovate existing trail system.

3. Camp site improvements - upgrade camping area.

4. Repair historic features - historic resources in the parks need to be maintained so the resource is not lost. Repairs to historic Rice Family log home. Re-roof and re-mortar the Mission.

5. Headquarters repairs - structural repairs to historic building.

PROJECTED IMPACT ON PARK ATTENDANCE

Mission Tejas State Historic Park is small, historic park that preserves a significant feature of Texas heritage. The park is popular with visiting education and tour groups, but offers limited recreation facilities that act as a draw to the site. Day visitors dominate park usage representing 72% of total park visitation with a reported 10,686 day use visitors in FY 2007.

It is the consensus of the Consultant Team that performing the following capital projects will likely generate additional attendance to the park:

- **Replace deteriorated pedestrian bridges and renovate existing trail system**
- **Camp site improvements**

These projections are based on the findings that these projects will dramatically improve facilities that will appeal to both day use and overnight visitors. Repairs and renovations of this infrastructure will make the park more attractive and marketable to increased use in comparison to alternative parks in the area.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Renovate deteriorated park restrooms**

This projection is based on the findings that this capital project is addressing serious deterioration of facilities and infrastructure required to be maintained in good working condition to keep the park open for service to the public.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional annual visitation:

- **Repair historic features**
- **Headquarters repairs**

These projections are based on the findings that these capital projects are addressing obligations to maintain the integrity of historic structures, but are not improving aspects of facilities that are a serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Mission Tejas State Historic Park currently operates at 16% operational cost recovery, not including management overhead applied beyond the local park level. This is significantly below average for state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating structures on site that require less operational maintenance to keep in service. Additionally, the lack of improved recreational facilities and presence of historic structures strongly contributes to the current financial performance of this park.

It is the consensus of the Consultant Team that performing the following capital project will likely generate revenues to cover costs:

- **Replace deteriorated pedestrian bridges and renovate existing trail system**
- **Camp site improvements**

These projections are based on the findings that these projects will dramatically improve facilities that will appeal to both day use and overnight visitors. Repairs and renovations of this infrastructure will make the more attractive and marketable for increased use and subsequent revenue generation.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Renovate deteriorated park restrooms**

This projection is based on the findings that these capital projects are required to maintain infrastructure that must remain in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional revenue:

- **Repair historic features**
- **Headquarters repairs**

These projections are based on the findings that these capital projects are addressing obligations to maintain the integrity of historic structures, but are not improving aspects of facilities that are a serious impediment to current visitation and revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage by the public**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating structures in service**
- **Decreased revenue generation from lost potential visitation**
- **Long-term increased costs to the State of Texas for eventual major repairs to structures**
- **Loss of integrity of historical structures**

PALO DURO CANYON STATE PARK

Palo Duro Canyon State Park is located in Region 6, approximately a 90 minute drive north of Lubbock and 20 minutes southeast of Amarillo. As seen in previous sections of this report, Palo Duro Canyon State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 55** below.

Palo Duro Canyon State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
254,305	47,626	301,931	$1,000,131	($731,573)	137%

Table 55: Palo Duro State Canyon Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Palo Duro Canyon State Park in the 2008/2009 biennium:

1. Conduct engineering study for alternative water supply options - the existing water treatment plant needs to be replaced because of age and regulations. All options for water service to the park need to be explored to determine the most feasible.
2. Repairs and renovations of Sagebrush Camp Loop to comply with ADA - in 1992 the Federal Government mandated that all public facilities be modified to accommodate universal accessibility. This project includes necessary renovations to facilities to comply with the Americans with Disabilities Act (ADA).
3. Repairs and renovations to comply with ADA at park headquarters - in 1992 the Federal Government mandated that all public facilities be modified to accommodate universal accessibility. Repairs / renovations to buildings to comply with ADA.
4. Repairs and renovations to Chinaberry day use area to comply with ADA at park - many of the built features of this park were designed and constructed prior to 1992, the year the Federal government required that public facilities not discriminate against individuals with disabilities and comply with requirements under the Americans with Disabilities Act Accessibility

Guidelines (ADAAG). Repairs and renovations are required to make facilities ADA compliant and to meet current accessibility standards.

PROJECTED IMPACT ON PARK ATTENDANCE

Palo Duro Canyon State Park is one of the most resonate icons of the Texas state park system. Commonly referred to as the "Grand Canyon of Texas," Palo Duro Canyon features stunning vistas, ecological diversity, and historical significance. The park is popular with visiting education and tour groups, as well as substantial day and overnight visitors. Day visitors dominate park usage representing 84% of total park visitation with a reported 254,305 day use visitors in FY 2007.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Conduct engineering study for alternative water supply options**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to keep the park open for service to the public.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional annual visitation:

- **Repairs and renovations of Sagebrush Camp Loop to comply with ADA**
- **Repairs and renovations to comply with ADA at park headquarters**
- **Repairs and renovations to Chinaberry day use area to comply with ADA at park**

These projections are based on the findings that these capital projects are addressing obligations to maintain compliance with federal ADA requirements, but are not improving aspects of facilities that are a serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Palo Duro Canyon State Park currently operates at 137% operational cost recovery, not including management overhead applied beyond the local park level. This is among the highest performing state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating infrastructure on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following capital project will not generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Conduct engineering study for alternative water supply options**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional revenues:

- **Repairs and renovations of Sagebrush Camp Loop to comply with ADA**
- **Repairs and renovations to comply with ADA at park headquarters**
- **Repairs and renovations to Chinaberry day use area to comply with ADA at park**

These projections are based on the findings that these capital projects are addressing obligations to maintain compliance with federal ADA requirements, but are not improving aspects of facilities that are a serious impediment to current visitation and revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Long-term increased costs to the State of Texas for eventual major repairs to water supply system**

POSSUM KINGDOM STATE PARK

Possum Kingdom State Park is located in Region 6, approximately a 90 minute west of Fort Worth near the town of Caddo. As seen in previous sections of this report, Possum Kingdom State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 56** below.

Possum Kingdom State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
27,698	30,405	58,103	$351,123	($451,141)	78%

Table 56: Possum Kingdom State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Possum Kingdom State Park in the 2008/2009 biennium:

1. Connect park water system to public water supply - the existing water treatment plant is currently in violation of the TCEQ regulations. Design and construction of the necessary infrastructure to connect the park's water system to Possum Kingdom Water Supply Corporation.

2. ADA renovations for six (6) cabins - currently there are six (6) cabins at Possum Kingdom State Park, none of which meet the Texas Accessibility Standards or the Americans with Disabilities Act.

PROJECTED IMPACT ON PARK ATTENDANCE

Possum Kingdom State Park is located in the canyon country of Palo Pinto County and provides access to a 20,000-acre, clear water lake. Possum Kingdom is extremely popular for boating and lake sports, as well as fishing, hiking, camping, and wildlife viewing. Because of the proximity to the Dallas-Fort Worth metroplex, the region surrounding Possum Kingdom State Park is developing as vacation and weekend home destinations for north Texas urban residents. Park visitation represents a nearly even balance of day and overnight use.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional attendance, and also undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Connect park water system to public water supply**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to keep the park open to service for the public. At times in the recent past this state park has been closed because of failure of the water supply system.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional annual visitation:

- **ADA renovations for six (6) cabins**

This projection is based on the findings that this capital project is addressing obligations to maintain compliance with federal ADA requirements, but is not improving aspects of facilities that are a serious impediment to current visitation. Additionally, it is the recommendation of the Consultant Team that this capital project undergo scope revision to renovate a limited number of cabins for ADA accessibility, and not the entire cabin inventory.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Possum Kingdom State Park currently operates at 78% operational cost recovery, not including management overhead applied beyond the local park level. This is above average for state parks in the system and would likely feature even greater operational cost recovery with improvements to

deteriorating infrastructure on site that require less operational maintenance to keep in service. At times in the recent past this state park has been closed because of failure of the water supply system.

It is the consensus of the Consultant Team that performing the following proposed capital project will generate additional revenues, and is undoubtedly necessary for the park to maintain is current financial performance:

- **Connect park water system to public water supply**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional revenues:

- **ADA renovations for six (6) cabins**

This projection is based on the findings that this capital project is addressing obligations to maintain compliance with federal ADA requirements, but is not improving aspects of facilities that are a serious impediment to current visitation and revenue generation. Additionally, it is the recommendation of the Consultant Team that this capital project undergo scope revision to renovate a limited number of cabins for ADA accessibility, and not the entire cabin inventory.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of infrastructure repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep this decaying infrastructure in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Loss of compliance with federal ADA requirements**

SAN JACINTO BATTLEGROUND STATE HISTORIC PARK

San Jacinto Battleground State Historic Park is located in Region 4, within the Houston-Galveston-Beaumont MSA. As seen in previous sections of this report, San Jacinto Battleground State Historic Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 57** below.

San Jacinto Battleground State Historic Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
330,216	0	330,216	0[▽]	($ 891,915)	N/A[▽]

Table 57: San Jacinto Battleground State Historic Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital project is proposed for San Jacinto Battleground State Historic Park in the 2008/2009 biennium:

1. Phase 2 wastewater treatment repair/replacement - replace pump station near park store. Remove old lift station wells. Repair lift stations. Install treatment plant feeding system. Install filter system at Post Basin. Construct restroom at plant site.

PROJECTED IMPACT ON PARK ATTENDANCE

San Jacinto Battleground State Historic Park preserves one of the most significant aspects of Texas history and heritage – the battleground on which Texas won its independence from Mexico in 1836. The park features a monument that rivals the Washington Monument in our nation's capital to denote the significance of this historic site. San Jacinto Battleground State Historic Park only provides for day use and is extremely popular for education and tour groups, individual travelers, and local residents.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is updating major infrastructure supporting the park and cost efficient operations, which are critical to preserving the ability of the park to maintain its current level of usage.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

San Jacinto Battleground State Historic Park revenues are collected and reported in conjunction with Battleship *Texas*, which is located at the park. Therefore, current operational cost recovery of this site is not considered.

It is the consensus of the Consultant Team that performing the proposed capital project will not likely generate additional revenue, but will undoubtedly preserve the ability of the park to maintain its current financial performance.

[▽]Revenues for San Jacinto Battleground State Historic Site are reported in conjunction with the Battleship *Texas.* Noted expenses are unique to the San Jacinto site.

This projection is based on the findings that this project is updating major infrastructure supporting the park. This project is a reasonable opportunity for the park to maintain current level of usage and subsequent revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in response to the deteriorating state of facility repairs.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from lost cost efficiencies**
- **Decreased operational cost recovery from operational maintenance requirements of infrastructure**
- **Long-term increased costs to the State of Texas for eventual project to repair and improve the wastewater treatment system**

SEA RIM STATE PARK

Sea Rim State Park is located in Region 4, within the Houston-Galveston-Beaumont MSA along the Texas Gulf Coast. As seen in previous sections of this report, Sea Rim State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 58** below.

Sea Rim State Park – FY 2007[∇]					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
0	0	0	$1,116	($346,503)	0.32%

Table 58: Sea Rim State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Sea Rim State Park in the 2008/2009 biennium:

1. Replace failing 4-inch water main - the distribution water lines from the water main to the Marshland Unit and the Beach Unit have numerous underground leaks. The waterlines need to be replaced.
2. Replace near obsolete wastewater plant - the existing wastewater treatment plant is severely damaged; the containment tanks leak, the control panels and electrical system were destroyed by Hurricane Rita, and it location is within a 150 foot radius of the domestic water service, making it

[∇] Sea Rim State Park was closed to public access in FY 2007 due to damage sustained from Hurricane Rita.

illegal. The system will be replaced by septic system, filtered and trapped, that outflows into constructed wetlands. This is both environmentally responsible and very economical in the long term.

3. Replace the water distribution system including the valves at the Beach Unit - the existing water distribution system at the Beach Unit is buried too deep to properly maintain. When the parking lot was resurfaced the existing valves and water lines were covered. To repair the water lines or valves requires that the parking lot be damaged. New waterline and valves would be installed at a more shallow depth and would relocate the valves to be more accessible, without having to demolish the parking lot.

PROJECTED IMPACT ON PARK ATTENDANCE

Sea Rim State Park encompasses 4,141 acres on environmentally significant wetlands, and stretches 5.2 miles along the Texas Gulf Coast. Sea Rim State Park features some of the most unique recreational opportunities in the state park system including airboat tours, canoeing or kayaking among estuaries, and waterfowl hunting. In addition the park provides for hiking, beach combing, camping, birding, and fishing. In FY 2007, the park was closed to public access due to damage sustained from Hurricane Rita. These capital projects are part of the process to restore the park to full and cost effective service to the public.

It is the consensus of the Consultant Team that performing the proposed capital projects will generate additional attendance, and also undoubtedly preserve the ability of the park to maintain its current annual visitation.

This projection is based on the findings that this capital project is addressing serious damage to infrastructure required to be maintained in good working condition to keep the park open for service to the public. The park is currently closed to the pubic until these and other repairs can be made.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Sea Rim State Park revenues were not reported in 2007 because the park was closed to public access due to damage sustained from Hurricane Rita. These capital projects are part of the process to restore the park to full and cost effective service for the public.

It is the consensus of the Consultant Team that performing the following these capital projects will generate additional revenues, and is undoubtedly necessary for the park to maintain is current financial performance.

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of infrastructure repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep this decaying infrastructure in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Decreased operational cost recovery from lost revenues**
- **Long-term increased costs to the State of Texas for eventual project to repair and improve the water and wastewater systems**

SOUTH LLANO RIVER STATE PARK

South Llano River State Park is located in Region 7, approximately a two-hour drive west of San Antonio on Interstate 10 near the town of Junction. As seen in previous sections of this report, South Llano River State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 59** below.

South Llano River State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
26,235	28,977	55,212	$220,326	($413,921)	53%

Table 59: South Llano River State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for South Llano River State Park in the 2008/2009 biennium:

1. Remove underground fuel storage tank - removal of two underground fuel storage tanks is needed due to measured pressure loss in the tanks.
2. Connect park water system to public water supply - connect the park's water distribution system to the City of Junction's potable water system.

PROJECTED IMPACT ON PARK ATTENDANCE

South Llano River State Park is located on the fringe of the Texas desert and includes two (2) miles of frontage along the clear waters of the South Llano River. The park features excellent birding and wildlife viewing, as well as hiking, mountain biking, camping, and enjoying the river in canoe, kayak, or inner tube. Park visitation represents a nearly even balance of day and overnight use.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional attendance, and also undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Connect park water system to public water supply**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to keep the park open to service for

the public. At times in the recent past this state park has been closed because of failure of the water supply system.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional annual visitation:

- **Remove underground fuel storage tank**

This projection is based on the findings that this capital project is addressing obligations to maintain compliance with health and safety requirements, but is not improving aspects of facilities that are a serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

South Llano River State Park currently operates at 53% operational cost recovery, not including management overhead applied beyond the local park level. This is below average for state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating infrastructure on site that require less operational maintenance to keep in service. Additionally, the relative remoteness of the park contributes to lower visitation and subsequent revenues.

It is the consensus of the Consultant Team that performing the following proposed capital project will generate additional revenues, and is undoubtedly necessary for the park to maintain is current financial performance:

- **Connect park water system to public water supply**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional revenues:

- **Remove underground fuel storage tank**

This projection is based on the findings that this capital project is addressing obligations to maintain compliance with health and safety requirements, but is not improving aspects of facilities that are a serious impediment to current visitation or revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of infrastructure repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep this decaying infrastructure in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Loss of compliance with health and safety requirements**
- **Long-term increased costs to the State of Texas for eventual project to repair and improve the water system**

TYLER STATE PARK

Tyler State Park is located in Region 8, approximately within a 10 minute drive Tyler in East Texas. As seen in previous sections of this report, Tyler State Park reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 60** below.

Tyler State Park – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
49,575	55,069	104,644	$751,454	($848,951)	88.5%

Table 60: Tyler State Park FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Tyler State Park in the 2008/2009 biennium:

1. Repair residence #2 electrical system - the electrical wiring in residence #2 is old and not in compliance with the National Electric Code. This project is to rewire the residence and carport.
2. Rebuild park playgrounds and equipment - the park playgrounds are old and in need of repair and equipment replacement. This will increase customers in day use facilities.
3. Replace restrooms in Black Jack and Red Oak camping areas - the restrooms within the park are old and in need of replacement. Providing restrooms with showers for Black Jack and Red Oak camping area will increase customer use.
4. Renovations to Cedar Point Camp area - the Cedar Point Camp Area is in need of replacing its facilities to current standards. Replace electrical pedestals, fire rings, and repair erosion and level campsite.
5. Area 10 renovations - Area 10 has six (6) existing screen shelters and one (1) group building. These facilities are old and in need of repair. The repair will include renovation of the group facility and conversion of the screen shelters into cottages.
6. CCC Structures: concession, garage and CCC residence - CCC facilities are deteriorated and in disrepair. Tyler State Park has many buildings constructed by the CCC in the 1930s. These facilities have fallen into disrepair due to age and funding restrictions.

PROJECTED IMPACT ON PARK ATTENDANCE

Tyler State Park is very popular for local residents of the region surrounding Tyler in East Texas. Featuring a 64-acre lake and numerous recreational amenities, visitors can enjoy human powered boating, fishing, hiking, camping, birding, and wildlife viewing. Park visitation represents a nearly even balance of day and overnight use.

It is the consensus of the Consultant Team that performing the following proposed capital projects will likely generate additional attendance:

- **Rebuild park playgrounds and equipment**
- **Renovations to Cedar Point Camp area**
- **Area 10 renovation**

These projections are based on the findings that these capital projects are addressing serious deterioration to facilities and infrastructure required to be maintained in good working condition to keep the park open to service for the public. Additionally, repairs and improvements to these facilities will make the park more marketable for increased usage.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but will undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Replace restrooms in Black Jack and Red Oak camping areas**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to keep the park open for service to the public.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional annual visitation:

- **Repair residence #2 electrical system**
- **CCC Structures: concession, garage, and CCC residence**

These projections are based on the findings that these capital projects are addressing obligations to maintain compliance with health and safety requirements, and to maintain the integrity of historic structures, but are not improving aspects of facilities that are a serious impediment to current visitation.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Tyler State Park currently operates at 88.5% operational cost recovery, not including management overhead applied beyond the local park level. This is substantially above average for state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating infrastructure on site that require less operational maintenance to keep in service.

It is the consensus of the Consultant Team that performing the following three (3) capital projects will likely generate additional revenues:

- **Rebuild park playgrounds and equipment**
- **Renovations to Cedar Point Camp area**
- **Area 10 renovation**

These projections are based on the findings that these capital projects are addressing serious deterioration of infrastructure required to be maintained in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

It is the consensus of the Consultant Team that performing the following proposed capital project will not generate additional attendance, and also undoubtedly preserve the ability of the park to maintain its current annual visitation:

- **Replace restrooms in Black Jack and Red Oak camping areas**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to keep the park open to service for the public, and to maintain visitor satisfaction this ultimately drives the revenue generation capability of the park.

It is the consensus of the Consultant Team that performing the following proposed capital projects will not generate additional revenues:

- **Repair residence #2 electrical system**
- **CCC Structures: concession, garage, and CCC residence**

These projections are based on the findings that these capital projects are addressing obligations to maintain compliance with health and safety requirements, and to maintain the integrity of historic structures, but are not improving aspects of facilities that are a serious impediment to current visitation or revenue generation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of facility repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep these decaying facilities in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage**
- **Decreased operational cost recovery from lost potential revenues**

- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Long-term increased costs to the State of Texas for eventual major repairs**
- **Loss of compliance with health and safety requirements**
- **Loss of integrity of historic structures**

WYLER AERIAL TRAMWAY

Wyler Aerial Tramway is located with Franklin Mountains State Park in Region 1, overlooking the city of El Paso in west Texas. As seen in previous sections of this report, Wyler Aerial Tramway reported the *estimated* FY 2007 visitation, expenses, and revenues detailed in **Table 59** below.

Wyler Aerial Tramway – FY 2007					
Day Visits	**Overnight Visits**	**Grand Total Visits**	**Annual Revenues**	**Annual Expenses**	**Percentage Cost Recovery**
26,050	0	26,050	$249,777	($508,899)	49%

Table 59: Wyler Aerial Tramway FY 2007 Performance Statistics

PROPOSED 2008/2009 CAPITAL PROJECTS

The following capital projects are proposed for Wyler Aerial Tramway in the 2008/2009 biennium:

1. Replace tramway main drive motor - the 47-year old existing main electric drive motor is at or beyond useful life. There is no spare and no exact replacement can be found. The proposed project includes replacing the existing motor.

PROJECTED IMPACT ON PARK ATTENDANCE

Wyler Aerial Tramway is a one-of-a-kind amenity in Texas and an extremely unique aspect for Texas state parks. Similar to the famous aerial tramway that ascends Sandia Peak overlooking Albuquerque, New Mexico, the Wyler Aerial Tramway in Franklin Mountains State Park features stunning views over El Paso and beyond. In fact, the tramway provides the only vantage point in the state where visitors can see Texas, New Mexico, and Mexico in close proximity. The tramway operates with a drive motor that is at or near the end of its useful life and must be replaced in order to continue operations.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional attendance, but undoubtedly preserves the ability of the park to maintain its current annual visitation:

- **Replace tramway main drive motor**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to keep the park open to service for the public.

PROJECTED IMPACT ON REVENUES GENERATED TO COVER COSTS

Wyler Aerial Tramway currently operates at 49% operational cost recovery, not including management overhead applied beyond the local park level. This is below average for state parks in the system and would likely feature even greater operational cost recovery with improvements to deteriorating infrastructure on-site that require less operational maintenance to keep in service. Additionally, increased reliability or tramway operations through updating the motor can lend the park to greater revenue producing potential in the future.

It is the consensus of the Consultant Team that performing the following proposed capital project will not likely generate additional revenues, but is undoubtedly necessary for the park to maintain is current financial performance:

- **Replace tramway main drive motor**

This projection is based on the findings that this capital project is addressing serious deterioration of infrastructure required to be maintained in good working condition to maintain visitor satisfaction that ultimately drives the ability of the park to generate revenues through visitation.

CONSEQUENCES OF NO ACTION TAKEN

The projected consequence of no action taken in performing the proposed 2008/2009 capital projects will be that the quality of the visitor experience will diminish in relation to the deteriorating state of infrastructure repairs. Additionally, operational maintenance costs will rise significantly in efforts to keep this decaying infrastructure in service to the public.

Therefore it is the conclusion of the Consultant Team that the consequence of not performing these capital projects will be:

- **Negative impact on park usage resulting from potential suspended tramway operations due to impending safety issues from the aging motor**
- **Decreased operational cost recovery from increased maintenance required to keep deteriorating infrastructure in service**
- **Loss of compliance with health and safety requirements**
- **Long-term increased costs to the State of Texas for eventual project to repair and replacement of the tramway motor**

3.4 CAPITAL PROJECTS EVALUATION MODEL

The Consulting Team developed an evaluation model to support the application of evaluation criteria in the analysis of capital projects. This model assembled baseline information for each of the sites where capital projects are currently proposed in the 2008/2009 biennium. In addition, this model was developed to be a useful tool for the Consultant Team to evaluate how proposed capital projects score in relation to a review of the ratio of anticipated costs to projected return for state investments.

3.4.1 EVALUATION MODEL APPROACH

The approach of the evaluation model initially reviewed whether or not proposed capital projects would potentially increase park visitation or revenue generation as specifically required for Rider 30(a). The evaluation model has subsequently been expanded, however, to include a comprehensive cost-benefit analysis. This expanded approach was adopted for a number of reasons, namely the complexity involved in addressing the requirements of Rider 30(a) and the integration of these requirements with those of Rider 31 – the park system development plan.

The evaluation model includes inputs from the criteria described previously in section 3.1 of this report:

- Public need
- Health and safety requirements
- Regulatory compliance
- Business impact
- Consequence of no action taken
- Mission support

The model was developed so that members of the Consultant Team could input a limited number of consistent variables specific to proposed capital projects and the parks where they are located that would subsequently generate reliable outputs that represent a ratio of projected costs to anticipated return, specifically a cost-benefit quotient that is directly translatable as an evaluation score that can support the process of developing a prioritization of capital projects.

Cost-benefit analyses in financial modeling are typically structured as an anticipated Return on Investment (ROI). ROI is measured through a diversity of means dependent upon what elements are being evaluated. In the case of capital projects at state parks we identified a number of independent variables consistently present as "returns," as well as variables in the "investment" side of the equation. These are described in more detail in **Table 61** on the following page. Benefits of public park projects also include the satisfaction of public need as measured in the multi-dimensional review of annual park visitation, occupancy, and recent market research findings.

Type of evaluative aspect	Variable
Investment	Capital project costs
Return	Increased earned revenues (positive return)
	Decreased earned revenues (negative return)
	Operational budget savings (positive return)
	Operational budget increases (negative return)
	Satisfaction of public need (positive return)
	Irrelevant to public need (neutral/negative return)

Table 61: Return on Investment Evaluation Variables

3.4.2 LIMITATIONS OF THE EVALUATION MODEL

This evaluation model was developed by the Consultant Team for purposes of augmenting the analyses performed on projected attendance and revenue impacts of the proposed 2008/2009 capital projects at state parks. The model was utilized to support the findings of the Consultant Team, and to provide a critical and objective evaluation of the proposed projects. The model *was not* designed at this time to produce results that should be used as the only evaluation of capital projects at state parks. Used in concert with additional evaluation techniques and analyses, results from the model can provide robust and reliable supporting evidence of the anticipated level of benefits returned from the initial capital investment.

The Consultant Team is continuing to work and enhance the evaluation model to a point where it can be utilized more independently and more broadly in the future by TPWD. Within the scope of work being performed for Rider 31, this evolution of the model will be developed to include additional variables that are critical components of project evaluation, including but not limited to the projected cost of capital deferment, the necessity of performing projects for purposes of environmental protection, and the potential consequence of no action to include suspension of operations or closure of a park.

3.4.3 EVALUATION MODEL PROCESS

The evaluation model process reflected the integration of the criteria discussed above, relating to each other in the appropriate manner and at the appropriate time to correctly model a process that involves both objective and highly subjective variables. This also included the "normalization" of variables to a standard unit that allows diverse measures to be united into a single algorithm that produces reliable results. The normalization process involves two steps:

- Financial step: ratio of projects' investment costs to financial return (revenues and/or savings)
- Public impact step: ratio of public need, health and safety requirements, regulatory compliance, projected budgetary impact, and consequence of no action

This evaluation model is the first of its kind known to combine a great diversity of variables that include both tangible and intangible aspects of public benefit to produce a score of cost / benefit. Whereas there

are numerous examples of existing financial models that produce a projected return on investment for capital repair and/or development, this model establishes a new standard of excellence for agencies like TPWD to evaluate capital projects in a robust formula that drives towards a standard scoring technique to normalize financial investments with public benefit returns. The variables and the combined algorithm of the version of the model utilized for this evaluation are detailed below:

$$Q_{CB} = \frac{(R_I)}{(C_I/L_{P)}} + \frac{(N_P + C_{NA} + V_{HP})}{(HSR)(I_B)}$$

Evaluation model input variable descriptions:

Q_{CB} = *Quotient of cost / benefit*
R_I = *Return on investment (financial)*
L_P = *Project lifespan on capital improvement (years)*
C_I = *Cost of investment (financial)*
N_P = *Combined measure of public need (weighted formula)*
C_{NA} = *Consequence of no action*
V_{HP} = *Value of historic preservation*
I_B = *Projected budgetary impact*
HSR = *Combined measure of health, safety and regulatory requirements (multiplied)*

The required inputs to support the variables in the algorithm of the evaluation model are detailed in **Tables 62 - 66** below and on the following page.

Criteria	Variable	Input	Rating	Score	Multiplier
Public need independent measures	Occupancy	75% +	High	10	3
		50% to 74%	Moderate	20	3
		Less than 50%	Low	30	3
	Annual visitation	75K +	High	10	2
		10K to 74K	Moderate	20	2
		Less than 10K	Low	30	2
	Market trend data	Strongly supportive	High	10	1
		Moderately supportive	Moderate	20	1
		Not supportive	Low	30	1
Public need COMBINED measures		**60 to 90**	**High**	**3**	**n/a**
		91 to 140	**Moderate**	**2**	**n/a**
		141 to 180	**Low**	**1**	**n/a**

Table 62: Public Need Variables and Supporting Inputs for Evaluation Model

Criteria	Variable	Input	Rating	Score
Health and Safety	Health and safety concerns will develop in 6 to 12 months	1	Critical	1
	Health and safety concerns will develop in 12 to 24 months	2	Moderate	2
	Health and safety concerns will develop after 24 months or greater	3	Preventative	3
	Health and safety concerns can be avoided by closure of the facility	4	Deferrable	4
	There are no health and safety issues	5	No issues	5

Table 63: Health and Safety Requirement Variables and Supporting Inputs for Evaluation Model

Criteria	Variable	Input	Rating	Score
Regulatory Compliance	Regulating agencies require immediate compliance with standards	1	Critical	1
	Regulating agencies require compliance with standards within three (3) years	2	Imperative	2
	Regulating agencies recommend higher level of compliance with standards	3	Moderate	3
	There are no regulatory issues	4	No issues	4

Table 64: Regulatory Compliance Variables and Supporting Inputs for Evaluation Model

Criteria	Variable	Input	Score
Budgetary Impact	Capital project will increase operational cost recovery of the park	1	1
	Capital project will preserve existing operational cost recovery of the park	2	2
	Capital project will have no effect on operational cost recovery of the park	3	3
	Capital project will decrease operational cost recovery of the park	4	4

Table 65: Budgetary Impact Variables and Supporting Inputs for Evaluation Model

Criteria	Variable	Input	Score
Consequence of no action taken	No action will have no effect on cost recovery of the park or park usage	0	0
	No action will increase cost recovery of the park and have no impact on current park use	1	1
	No action will increase cost recovery of the park and have negative impact on current park use	2	2
	No action will decrease cost recovery of the park and have no impact on current park use	3	3
	No action will decrease cost recovery of the park and have negative impact on current park use	4	4

Table 66: Consequence of No Action Taken Variables and Supporting Inputs for Evaluation Model

3.4.4 EVALUATION MODEL RESULTS

Results from the application of the evaluation model to the proposed 2008/2009 capital projects at state parks measured the estimated ratio of costs and benefits unique to each project. The resulting scores are predominantly driven by the following two (2) financial factors:

- Estimated return on investment through either earned revenues or operational budget savings
- Estimated project cost

In many cases where projects were addressing either ADA compliance or restoration of historic facilities for adaptive reuse, the results of the model indicated a relatively low cost-benefit ratio. The prevailing explanations for these results are:

- ADA projects are required by state and federal law, but typically do not include anticipated revenues or operational cost savings.
- Repairs or improvements to historic structures to maintain their integrity or improve their adaptive reuse are typically expensive and have low expectations for significant increases in earned revenues or operational cost savings.

Appendix A provides the results in detail as to the ranked order of capital project by resulting score from the evaluation model.

The distribution of results are illustrated in **Figure 3** on the following page, also indicated the outlying values of both the lowest and highest scoring projects. From this evaluation it is determined that the mean score of capital projects is 1.53, with a standard deviation of 0.81. The median of capital project scores is 1.54

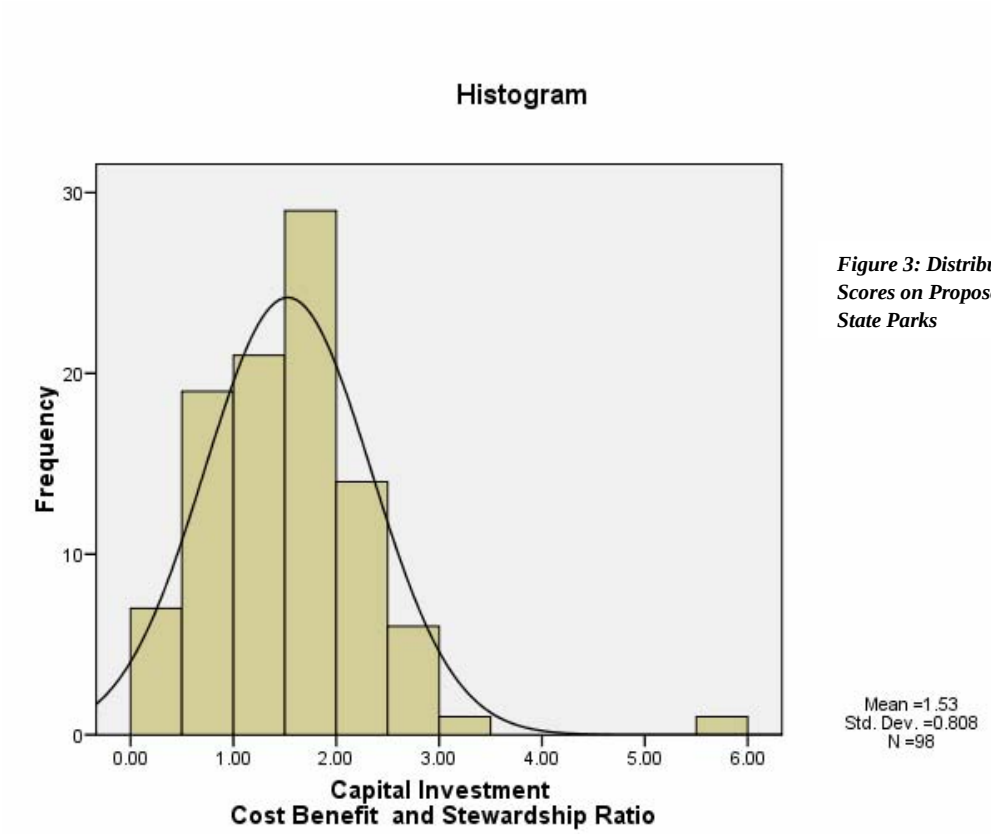

Figure 3: Distribution of Cost Benefit Evaluation Scores on Proposed 2008/2009 Capital Projects at State Parks

It is the recommendation of the Consultant Team that projects within one (1) standard deviation of the median are considered to have met established cost benefit ratio qualifications. This includes 82 of 98 proposed capital projects, or approximately 84%.

The remaining 16 capital projects have scored below one (1) standard deviation of the median and therefore do not meet the established cost benefit ratio qualifications. A list of these projects is provided in **Tables 67(a) – (b)** below and on the following page.

Park	Proposed Capital Project	Evaluation Model Score
Region IV Office – La Porte	Renovation of Parks Region 4 Headquarters	0.17
Fort Richardson State Park & SHS	Renovate headquarters, entry to headquarters and parking to comply with ADA	0.22
Possum Kingdom State Park	ADA renovations for six cabins	0.22
Cedar Hill State Park	ADA renovations for restrooms and park headquarters	0.23

Table 67a: Proposed 2008/2009 Capital Projects at State Parks Below Established Cost Benefit Qualification

Park	Proposed Capital Project	Evaluation Model Score
South Llano River State Park	Remove underground fuel storage tank	0.33
Bastrop State Park	Repairs and renovations to comply with ADA at park	0.36
Lyndon B. Johnson State Park & SHS	Renovations to comfort station, bathhouse, and visitor's center to comply with ADA	0.37
Fort Richardson State Park & SHS	Renovate pavilion, picnic sites, and restroom to comply with ADA	0.56
Lake Corpus Christi State Park	Repair collapsed retaining wall	0.56
Palo Duro Canyon State Park	Repairs and renovations to Chinaberry day use area to comply with ADA at park	0.58
Palo Duro Canyon State Park	Repairs and renovations to comply with ADA at park headquarters	0.58
Lake Whitney State Park	Replace restroom #5 to comply with ADA	0.59
Palo Duro Canyon State Park	Conduct engineering study for alternative water supply options	0.60
Big Spring State Park	Build CXT restroom to comply with ADA	0.68
Palo Duro Canyon State Park	Repairs and renovations of Sagebrush Camp Loop to comply with ADA	0.71
Kickapoo Cavern State Park	Certify water system as PWS	0.71

Table 67b: Proposed 2008/2009 Capital Projects at State Parks Below Established Cost Benefit Qualification (cont'd)

Whereas these projects score below the established cost benefit ration qualifications, it is the recommendation of the Consultant Team that they be funded and implemented. In all cases except one (1), these projects are scoring low because of their high estimated cost and the low anticipated returns. Despite this scoring issue, however, these projects universally address either ADA compliance issues, restoration/preservation of historic structures and facilities, or have no quantifiable revenue generation projections directly attributed to them.

The state has issued an obligation to TPWD to operate and maintain these public facilities in accordance with all applicable laws and regulations, and to serve as steward of these historic facilities. It is the consensus of the Consultant Team that these low scores in a cost benefit evaluation do not relieve the state or TPWD of this obligation. Delay or deferment of these capital projects will only increase the inevitable cost to the state in performing them.

There are two (2) cases where projects address environmental conditions that are prudent and necessary for the agency to perform at this time. These include:

1. South Llano River State Park – removal of underground fuel tanks
2. Lake Corpus Christi State Park – repair collapsed retaining wall

Finally, one (1) project is proposed to begin the process of building the capability of the park to host overnight visitors and develop a new revenue stream. The certification of the water system at Kickapoo Cavern State Park does not have any direct revenue generation projections associated with this specific capital project and therefore scores low in the evaluation model, but it does begin the process in which revenues can begin to be dramatically enhanced through opening new areas of service to the public.

CONCLUSION

From the results of the evaluations and analysis of the Consultant Team associated with the requirements of Rider 30a, it is recommended that all capital projects be allowed to move forward without delay to address the increasingly deteriorated facilities and infrastructure identified. It has been noted throughout our assessment that the projected consequences of no action taken at this time regarding these proposed capital projects can result in deterioration of state assets, negative impacts on park usage, decreased financial performance of state parks, and increased costs to the State of Texas for the eventual need to perform these repairs in the future.

Rider 31 of HB1 of the 80th Texas State Legislature requires the Texas Parks and Wildlife Department (TPWD) to define the qualities and characteristics of a "high quality park system" and identify the steps required to achieve this status for the Texas State Park System. TPWD included the scope of this legislative directive within the expectations for the Consultant Team in order to engage the nationally-recognized expertise and objectivity of the team to support the Department in this endeavor. Following a thorough review and analysis of the 98 proposed 2008/2009 capital projects for state parks, it is the consensus of the Consulting Team that all projects are necessary and required to improve the facilities and conditions at state parks in support of a high quality park system. Deferment of these capital projects will only result in addressing the very same issues at a later date and higher cost.

By October 1, 2008, TPWD will submit the conclusions and findings from the report of the Consultant Team that clearly defines the aspects of a high quality park system that are relevant and unique to Texas state parks. Additionally, this report will provide specific development guidelines and proposals at select state parks that support the achievement of these standards. Besides capital improvements and development, this plan will include a re-thinking of entrepreneurial opportunities for revenue generation that reflect validated public preferences and expressed need. It is important for the success of the implementation of this later plan, however, that existing conditions at state parks continue to improve as addressed within the proposed 2008/2009 capital projects.

APPENDIX A – CAPITAL IMPROVEMENTS EVALUATION MODEL BY CRITERIA FACTOR

Texas Parks and Wildlife Department

Business Plan and State Park System Study; Capital Project Input List

Park Site	Park Region	Project Name	Cost of Investment (Input Estimated Dollar Figure)	Projected Lifespan (Total Years)	Capital Investment Cost Benefit and Stewardship Ratio
Region IV Office - LaPorte	4	Renovation of Parks Region 4 Headquarters	$ 290,900	28	0.17
Fort Richardson State Park & SHS	6	Renovate headquarters, entry to headquarters and parking to comply with ADA	$ 163,500	28	0.22
Possum Kingdom State Park	6	ADA renovations for six cabins	$ 384,700	28	0.22
Cedar Hill State Park	3	ADA renovations for restrooms and park headquarters	$ 217,300	28	0.23
South Llano River State Park	7	Remove underground fuel storage tank	$ 81,500	-	0.33
Bastrop State Park	5	Repairs and renovations to comply with ADA at park	$ 1,336,000	28	0.36
Lyndon B. Johnson State Park & SHS	7	Renovations to comfort station, bathhouse, and visitor's center to comply with ADA	$ 386,400	18	0.37
Fort Richardson State Park & SHS	6	Renovate pavilion, picnic sites and restroom to comply with ADA	$ 131,100	28	0.56
Lake Corpus Christi State Park	4	Repair collapsed retaining wall	$ 65,900	18	0.56
Palo Duro Canyon State Park	6	Repairs and renovations to Chinaberry day use area to comply with ADA at park	$ 168,300	28	0.58
Palo Duro Canyon State Park	6	Repairs and renovations to comply with ADA at park headquarters	$ 167,300	28	0.58
Lake Whitney State Park	3	Replace restroom #5 to comply with ADA	$ 391,800	28	0.59
Palo Duro Canyon State Park	6	Conduct engineering study for alternative water supply options	$ 82,500	-	0.60
Big Spring State Park	6	Build CXT restroom to comply with ADA	$ 373,300	38	0.68
Palo Duro Canyon State Park	6	Repairs and renovations of Sagebrush Camp Loop to comply with ADA.	$ 36,600	28	0.71
Kickapoo Cavern State Park	1	Certify water system as PWS	$ 43,100	-	0.71
Battleship Texas SHS	4	Build graving dock to preserve ship. With bond funding and appropriated receipts, project budget is $29,000,000	$ 25,000,000	28	0.75
Lake Somerville State Park - Birch Creek	5	Repairs and renovations to comply with ADA at park	$ 134,000	28	0.76
Lake Whitney State Park	3	ADA replacements to recreation hall and screen shelters	$ 89,100	28	0.79
Cedar Hill State Park	3	Replace electrical & water and add sewer service to campsites at Coyote Crossing Camp Loop	$ 975,800	23	0.92
Cedar Hill State Park	3	Replace electrical & water and add sewer service to campsites at Shady Ridge Camp Loop	$ 941,500	23	0.93
Daingerfield State Park	8	Connect wastewater system to local municipality	$ 1,608,500	38	0.94
Daingerfield State Park	8	Repair deteriorated CCC built buildings	$ 2,000,000	28	0.96
Tyler State Park	8	CCC Structures: Concession - Garage - CCC Residence	$ 970,500	28	0.98
Cedar Hill State Park	3	Replace electrical & water and add sewer service to sites in Eagle Ford Camp Loop	$ 805,400	23	0.98
Cedar Hill State Park	3	Replace electrical & water and add sewer service to campsites at Lakeview Camping Loop	$ 763,900	23	0.98
Goliad State Park	2	Repairs and renovations to comply with ADA at park	$ 67,500	28	1.00
Choke Canyon State Park - Calliham	2	Replace site roofs	$ 726,200	25	1.01
Cedar Hill State Park	3	Replace electrical & water and add sewer service to campsites at Hog Hollow Camp Loop	$ 652,300	23	1.01
Tyler State Park	8	Replace restrooms - Black Jack and Red Oak	$ 402,100	28	1.06
Sea Rim State Park	4	Replace the water distribution system including the valves at the Beach Unit	$ 206,700	33	1.11
Mission Tejas State Park	8	Camp site improvements	$ 333,800	18	1.12
Choke Canyon State Park - South Shore	2	Roof repairs/replacements at park	$ 252,000	23	1.13
Sea Rim State Park	4	Replace failing 4" water main	$ 250,500	33	1.16

Texas Parks and Wildlife Department

Business Plan and State Park System Study; Capital Project Input List

Park Site	Park Region	Project Name	Cost of Investment (Input Estimated Dollar Figure)	Projected Lifespan (Total Years)	Capital Investment Cost Benefit and Stewardship Ratio
Goose Island State Park	2	Replace utility service at wooded area multi-use campsite	$ 248,800	23	1.17
Davis Mountains State Park	1	Davis Mountains wastewater system improvements	$ 1,322,300	38	1.18
Davis Mountains State Park	1	Renovate CCC Park Ranger Residence	$ 455,600	28	1.25
Hueco Tanks SHS	1	Renovate the existing wastewater and electrical systems.	$ 248,900	23	1.25
Tyler State Park	8	Area 10 Renovation	$ 861,000	28	1.30
Lyndon B. Johnson State Park & SHS	7	Sauer Beckmann Farm Repairs	$ 190,200	23	1.31
San Jacinto Battleground SHS	4	Phase 2 wastewater treatment repair/replacement	$ 435,800	33	1.34
South Llano River State Park	7	Connect park water system to public water supply	$ 1,304,700	38	1.37
Longhorn Cavern State Park	7	Re-roof, renovations and asbestos abatement	$ 550,000	23	1.38
Goose Island State Park	2	Replace bay front shade shelters	$ 762,900	28	1.45
Davis Mountains State Park	1	Exterior Wall Repairs to CCC-built Warehouse	$ 163,100	23	1.48
Daingerfield State Park	8	Replace deteriorated camping area restrooms	$ 751,000	28	1.49
Fanthorp Inn SHS	5	Renovation of historic structures, Inn & Barn repair and Berm and regrade upper portion of site to direct road	$ 665,000	28	1.50
Mission Tejas State Park	8	Renovate deteriorated park restrooms	$ 531,700	28	1.54
Balmorhea State Park	1	Repair and replace failing roofs at CCC built buildings	$ 271,800	23	1.54
Mission Tejas State Park	8	Replace deteriorated pedestrian bridges and renovate existing trail system.	$ 179,000	18	1.54
Buescher State Park	5	Renovation and repairs of CCC built recreation hall	$ 861,400	28	1.55
Longhorn Cavern State Park	7	Replace cavern lighting system	$ 552,900	18	1.59
Mission Tejas State Park	8	Repair Historic Features	$ 253,300	28	1.63
Bastrop State Park	5	Repair to electric system and modify electric meter connections	$ 149,600	23	1.65
Bastrop State Park	5	Renovate and repair CCC built cabin and pro-shop	$ 635,200	33	1.72
Bastrop State Park	5	Replace electrical system in the CCC built refectory	$ 225,100	23	1.72
Inks Lake State Park	7	Repair and replace 65 campsites and renovate water service to each campsite	$ 450,300	23	1.72
Lake Somerville State Park - Nails Creek	5	Replace or repair one deteriorated restroom	$ 321,100	38	1.73
Lake Livingston State Park	4	Renovate restrooms in the Yaupon Loop and Hercules Club Loop	$ 169,000	28	1.73
Falcon State Park	2	Renovate wastewater system	$ 268,600	33	1.74
Lake Texana State Park	4	Replace wastewater collection system	$ 535,700	23	1.75
Lake Whitney State Park	3	Replace potable water distribution system	$ 436,400	33	1.76
Lake Whitney State Park	3	Repair non-compliant water/wastewater system	$ 876,800	33	1.78
Lyndon B. Johnson State Park & SHS	7	Repair Danz Cabins	$ 252,800	23	1.78
Bastrop State Park	5	Renovate bathhouse, repair plumbing in the bathhouse and repair the leaks in the pool's plumbing	$ 564,500	28	1.78
Balmorhea State Park	1	Site Wide Exterior Wall Repairs	$ 125,700	18	1.78
Mission Tejas State Park	8	Headquarters Repairs	$ 47,600	28	1.78
Tyler State Park	8	Rebuild park playgrounds and equipment	$ 129,100	18	1.81
Tyler State Park	8	Renovations to Cedar Point Camp area	$ 352,100	18	1.82
Lake Somerville State Park - Birch Creek	5	Replace or repair two deteriorated restrooms	$ 540,100	38	1.82
Martin Creek Lake State Park	8	Replace electric service system	$ 40,700	23	1.84
Lake Whitney State Park	3	Replace electrical and water services at camp loops	$ 391,400	18	1.90

Texas Parks and Wildlife Department

Business Plan and State Park System Study; Capital Project Input List

Park Site	Park Region	Project Name	Cost of Investment (Input Estimated Dollar Figure)	Projected Lifespan (Total Years)	Capital Investment Cost Benefit and Stewardship Ratio
Goose Island State Park	2	Demolish and replace Old Woods restroom	$ 286,500	38	1.90
Huntsville State Park	5	Connect park systems to the City of Huntsville Water and Wastewater System	$ 1,362,100	35	1.96
Choke Canyon State Park - Calliham	2	Water treatment plant repairs	$ 201,500	33	1.97
Wyler Aerial Tramway	1	Replace tramway main drive motor	$ 55,600	13	1.99
Bastrop State Park	5	Repair roof on CCC built warehouse	$ 117,300	23	2.05
Davis Mountains State Park	1	Replace failing group picnic area restroom	$ 157,700	28	2.07
Tyler State Park	8	Repair residence #2 electrical system	$ 53,900	23	2.08
Garner State Park	7	Replace non-complaint restroom	$ 182,500	38	2.09
Lake Livingston State Park	4	Repair and replace electrical and water service to the camp sites in the Pin Oak Loop	$ 438,900	23	2.14
Bastrop State Park	5	Water/wastewater replacement to non-CCC facilities	$ 350,000	33	2.15
Sea Rim State Park	4	Replace near obsolete wastewater plant	$ 811,100	33	2.18
Brazos Bend State Park	4	Renovate 30 year old restroom plumbing	$ 218,400	28	2.21
Lake Brownwood State Park	7	Connect park water system to Brooksmith Water System	$ 230,400	38	2.23
Enchanted Rock SNA	7	Wastewater system repairs/replacement	$ 207,300	33	2.28
Lake Texana State Park	4	Repair and replace the electrical and water distribution service to the campsites in the multi-use camping area	$ 666,200	23	2.29
Garner State Park	7	Repair and renovate CCC built cabins	$ 1,312,600	28	2.33
Bastrop State Park	5	Renovate and repair deteriorated CCC built group barracks, restrooms and kitchen	$ 1,017,100	33	2.40
Garner State Park	7	Repair Screen Shelters	$ 198,700	18	2.40
Lost Maples SNA	7	Replace water and electrical service and pedestals in camping loops	$ 257,800	23	2.57
Huntsville State Park	5	Replace three existing and non-accessible restrooms	$ 999,100	38	2.63
Lake Corpus Christi State Park	4	Repair screened shelters	$ 195,800	18	2.72
Bastrop State Park	5	Plumbing repairs to six CCC built cabins	$ 542,400	28	2.76
Huntsville State Park	5	Restroom replacement and improvements	$ 299,200	38	2.90
Lake Casa Blanca State Park	2	Replace deteriorated restrooms	$ 841,400	38	2.98
Possum Kingdom State Park	6	Connect park water system to public water supply	$ 189,400	38	3.29
Garner State Park	7	Group Shelter Renovations	$ 45,300	28	5.72