

DEPARTMENT OF CULTURE, RECREATION AND TOURISM  
OFFICE OF STATE PARKS



PERFORMANCE AUDIT  
ISSUED AUGUST 8, 2012

**LOUISIANA LEGISLATIVE AUDITOR  
1600 NORTH THIRD STREET  
POST OFFICE BOX 94397  
BATON ROUGE, LOUISIANA 70804-9397**

**LEGISLATIVE AUDITOR**  
DARYL G. PURPERA, CPA, CFE

**FIRST ASSISTANT LEGISLATIVE AUDITOR  
AND STATE AUDIT SERVICES**  
PAUL E. PENDAS, CPA

**DIRECTOR OF PERFORMANCE AUDIT SERVICES**  
NICOLE B. EDMONSON, CIA, CGAP, MPA

**FOR QUESTIONS RELATED TO THIS PERFORMANCE AUDIT, CONTACT  
KAREN LEBLANC, PERFORMANCE AUDIT MANAGER,  
AT 225-339-3800.**

Under the provisions of state law, this report is a public document. A copy of this report has been submitted to the Governor, to the Attorney General, and to other public officials as required by state law. A copy of this report has been made available for public inspection at the Baton Rouge office of the Louisiana Legislative Auditor.

This document is produced by the Louisiana Legislative Auditor, State of Louisiana, Post Office Box 94397, Baton Rouge, Louisiana 70804-9397 in accordance with Louisiana Revised Statute 24:513. Eight copies of this public document were produced at an approximate cost of \$45.12. This material was produced in accordance with the standards for state agencies established pursuant to R.S. 43:31. This report is available on the Legislative Auditor's Web site at [www.la.la.gov](http://www.la.la.gov). When contacting the office, you may refer to Agency ID No. 9726 or Report ID No. 40110010 for additional information.

In compliance with the Americans With Disabilities Act, if you need special assistance relative to this document, or any documents of the Legislative Auditor, please contact Kerry Fitzgerald, Chief Administrative Officer, at 225-339-3800.



LOUISIANA LEGISLATIVE AUDITOR  
DARYL G. PURPERA, CPA, CFE

August 8, 2012

The Honorable John A. Alario, Jr.,  
President of the Senate  
The Honorable Charles E. "Chuck" Kleckley,  
Speaker of the House of Representatives

Dear Senator Alario and Representative Kleckley:

This report provides the results of our performance audit on the Office of State Parks (OSP) within the Department of Culture, Recreation and Tourism.

The report contains our findings, conclusions, and recommendations. Appendix A contains OSP's response to this report. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to the management and staff of OSP for their assistance during this audit.

Sincerely,

Daryl G. Purpera, CPA, CFE  
Legislative Auditor

DGP/ch

OSP 2012

---

# Louisiana Legislative Auditor

Daryl G. Purpera, CPA, CFE



Department of Culture, Recreation and Tourism  
Office of State Parks

August 2012

Audit Control # 40110010

---

## Executive Summary

This report provides the results of our performance audit of the Office of State Parks (OSP), within the Louisiana Department of Culture, Recreation and Tourism (DCRT). We conducted this audit to determine whether OSP has managed state parks and historic sites based on visitation and cost data. Appendix B describes our scope and methodology. The audit objective and results of our work are as follows:

**Objective: Does OSP manage its operations at state parks and historic sites based on visitation and cost data?**

**Results:** OSP could better use visitation and cost data to make site-specific operational decisions and to compare the performance of individual parks. To address budget and staffing issues in 2010, OSP reduced the hours of operation at all state parks and historic sites and increased the entrance fee at historic sites. However, those decisions have generally been applied across the board without formal analysis of visitation or cost data. Formal analysis of data would help OSP make more informed decisions about operations and would help ensure that efforts to reduce costs and increase revenue are targeted to appropriate parks and historic sites. We analyzed OSP data and identified the following ways it could use data to manage operations:

- **Calculating the cost per visitor (i.e., how much the state pays to bring one visitor to a park or historic site) based on visitation and cost data would help OSP evaluate and compare the efficiency of parks and historic sites.** This information could then be used to adjust operations, such as reducing hours or staff at those individual parks and sites that have high expenditures but few visitors and little revenue. We found that in fiscal year 2011, OSP expended a median of \$4.45 per visitor per visit at its parks, with a range of \$0.73 to \$20 per visitor. For the same year, OSP expended a median of \$31.52 per visitor per visit at its historic sites, with a range of \$19.13 to \$49.58 per visitor.
- **Parks that spend more on maintenance have more visitors.** Statistical analysis of visitation and cost data found that parks that spend more on maintenance costs have higher visitation. However, over the past four years, funds dedicated to maintenance and improvement projects have been transferred to the state general fund or used to fund operations at state parks and historic sites. As a result, the number of maintenance and

improvement projects at state parks and historic sites has decreased from 110 in FY 2009 to 42 in FY 2011.

- **Adjusting its operations based on seasonal visitation at parks and historic sites would help OSP reduce costs and increase revenue.** Since visitation varies greatly depending on the season, OSP could increase entrance fees during peak seasons to increase revenue. OSP could also use limited staff in winter months to reduce costs. In winter months, for some parks and historic sites it currently costs more to have staff present to collect entrance fees than the revenue generated. For example, in one park it costs \$5 per visitor to have staff collect the entrance fee in January, but only costs \$1 per visitor in July.
- **Charging differential fees that better reflect the types of amenities offered at parks would help OSP manage costs.** Currently, OSP does not charge for certain amenities, such as swimming pools and water playgrounds. Other states charge a fee for certain amenities. For example, Mississippi charges visitors \$7 to use water playgrounds. To account for the cost of amenities, OSP could charge different entrance fees depending on the park level, which is a ranking of parks by four levels based on various factors that drive costs, such as the type of amenity available, the number of visitors, size of park, etc. Had OSP charged higher entrance fees (ranging from \$1 to \$4) based on the park level, it could have generated over \$2 million in additional revenue in fiscal year 2011.
- **Sharing staff among parks and historic sites in close proximity would help OSP reduce costs.** OSP currently shares staff resources between two historic sites. Fort Jesup State Historic Site (SHS) and Rebel SHS share a park manager for a total estimated cost-savings of \$50,000 per year. However, according to OSP, the decision to share resources between these sites was due to attrition and retirement and not as the result of formal assessment of staffing needs and costs. Since there are currently seven clusters of parks and historic sites within 25 miles of each other, OSP should formally assess whether additional resource sharing opportunities exist.
- **Collecting and using data on visitors to state parks and historic sites would help OSP more effectively target improvements and marketing efforts.** Although OSP collects some data from its visitors, OSP does not collect sufficient or quantifiable information that would enable it to better target its funds for improvements or marketing efforts at parks and historic sites. Currently, OSP relies primarily on staff input when deciding what improvement projects to fund.

## Overview of the Office of State Parks

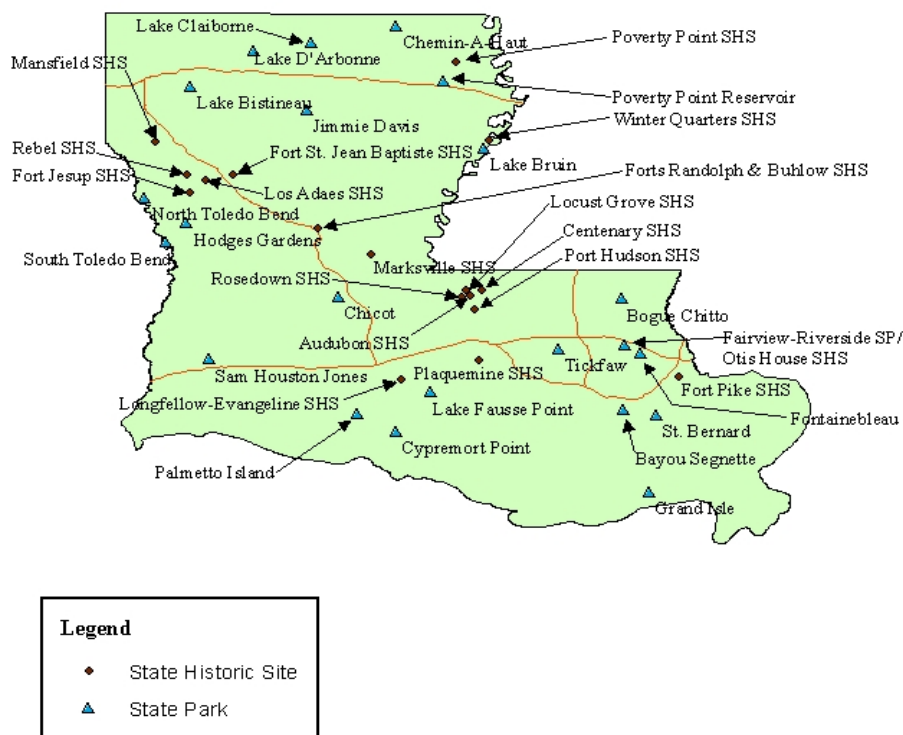
**Mission.** The mission of the Office of State Parks (OSP) is to serve the people of Louisiana and visitors by operating and managing state parks for the recreational use of natural resources. According to Revised Statute (R.S.) 56:1682, the purpose of OSP is to serve the people of Louisiana and visitors by doing the following:

- Preserving and protecting natural areas of unique or exceptional scenic value
- Establishing and operating parks that provide recreational use of natural resources and facilities for outdoor recreation in natural surroundings
- Portraying and interpreting plant and animal life, geology, and all other natural features and processes included in the various state parks
- Preserving, protecting, and portraying historic and scientific sites of statewide importance
- Performing functions of the state relating to outdoor recreation development and trails

One of OSP's primary goals is to increase visitation to state parks and historic sites. According to OSP officials, success in state parks and historic sites is measured primarily by visitation.

**State Parks and Historic Sites.** OSP currently manages 22 state parks located throughout the state. These parks provide opportunities for outdoor activities such as fishing, hiking, biking and nature trails. OSP also manages 18 historic sites that house historic buildings, museums, artifacts, and outdoor displays. Exhibit 1 shows the location of all OSP state parks and historic sites.

**Exhibit 1**  
**Louisiana State Parks and Historic Sites**  
**As of January 2012**



**Source:** Prepared by legislative auditor's staff using information provided by the Louisiana GIS Council.

**State Park and Historic Site Fees.** All 22 state parks charge a \$1 entrance fee to all visitors except for children under 3 and seniors who are free.<sup>1</sup> Parks also have fees for camping and cabins. Exhibit 2 summarizes these fees.<sup>2</sup>

**Exhibit 2**  
**Fee Schedule for Louisiana State Parks**  
**As of May 1, 2012**

Entrance Fee	Cabin Deluxe		Cabin Standard	Campsite Premium		Campsite Improved		Campsite Unimproved	Group Campsite Primitive	Group Camps
Year Round	Oct.-Mar.	Apr.-Sept.	Year Round	Oct.-Mar.	Apr.-Sept.	Oct.-Mar.	Apr.-Sept.	Year Round	Year Round	Year Round
\$1	\$120	\$150	\$85	\$18	\$26	\$16	\$20	\$12	\$25-\$50	\$200 - \$500

**Source:** Prepared by legislative auditor's staff using information provided by OSP.

<sup>1</sup> This excludes Hodges Gardens, which is five dollars to enter (children under 3 are free and seniors are \$4), and St. Bernard State Park, which is free. Also, St. Bernard Park has free entry, but charges for use of the pool.

<sup>2</sup> OSP also charges for the use of meeting rooms, boats, canoes, kayaks, paddle boats, and surf bikes.

OSP also charges entrance fees at 16 of its 18 historic sites. Before 2010, 15 of these historic sites charged a \$2 per adult entrance fee.<sup>3</sup> However, in 2010 OSP increased the entrance fee at these 15 historic sites to \$4 per adult. This increase was in response to House Concurrent Resolution (HCR) 99 from the 2009 Regular Legislative Session. HCR 99 directed OSP to study methods of raising revenue through state historic sites. Exhibit 3 summarizes current fees for historic sites.

<b>Exhibit 3</b> <b>Fee Schedule for Louisiana State Historic Sites</b> <b>As of May 1, 2012</b>				
<b>Historic Site</b>	<b>Entrance Fee Adult</b>	<b>Entrance Fee Senior (62+)</b>	<b>Entrance Fee Student</b>	<b>Entrance Fee Children Under 12</b>
Rosedown Plantation	\$10	\$8	\$4	Free
All Other State Historic Sites*	\$4	Free	Free	Free
*Locust Grove and Los Adaes are both free for all visitors.				
<b>Source:</b> Prepared by legislative auditor's staff using information provided by OSP.				

**Staffing and Budget.** OSP has reduced its staffing from 444 authorized positions in FY 2010 to 366 authorized positions in FY 2012, a reduction of approximately 17%. Because of staffing reductions, OSP has reduced the operating hours at state parks and historic sites. Although OSP staff has decreased, its budget and expenditures have increased since FY 2010. This increase is due in part to the addition of three new sites (Palmetto Island State Park, Bogue Chitto State Park, and Forts Randolph and Buhlow State Historic Site).

OSP relies primarily on state general funds for its funding. In FY 2011, state parks and historic sites generated approximately \$8.4 million in revenue, or 27% of its total expenditures. Exhibit 4 summarizes staffing and budget information from FY 2010 to FY 2012.

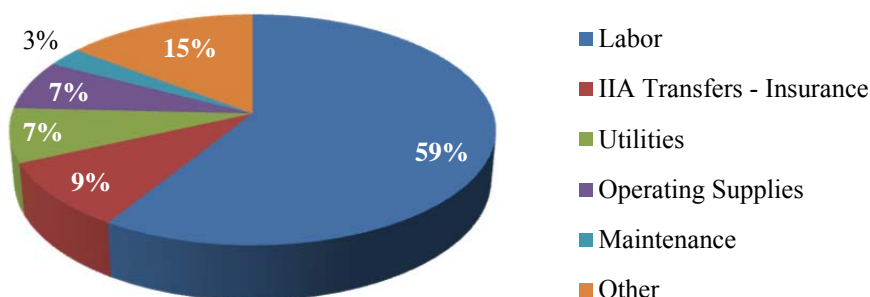
<b>Exhibit 4</b> <b>Staffing and Budget</b> <b>Fiscal Year 2010 to Fiscal Year 2012</b>			
	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12*</b>
Authorized Positions	441	393	366
Expenditures	\$30,128,232	\$31,656,162	\$32,681,212
*Enacted, not actual			
<b>Source:</b> Prepared by legislative auditor's staff using information from the FY 2010 to FY 2012 Executive Budgets.			

<sup>3</sup> Entrance is free for seniors (62+) and children (12 and under). Rosedown Plantation has a different fee because it was privately owned before being acquired by OSP and one of the conditions of the transfer was that its fees remain the same.



OSP spends the majority of its expenditures on staffing costs. Exhibit 5 outlines the categories of primary expenditures for FY 2011.<sup>4</sup>

**Exhibit 5**  
**Categories of OSP Expenditures**  
**Fiscal Year 2011**



As Exhibit 4 shows, OSP's budget has increased from FY 2010 to FY 2012. However, during that time the legislature has appropriated funds that are generally dedicated to maintenance and improvement projects to fund state park and historic site operations. Half of the revenue generated from state parks and historic sites is deposited into the Louisiana State Parks Improvement and Repair Fund (or "729 Fund"). According to R.S. 56:1703, these funds are to be used solely for the purpose of financing improvements and repairs at state parks. However, over the past four years, approximately \$13 million in monies from this fund have been transferred to the state general fund or used to fund operations at state parks and historic sites. More information on this issue is found on page 11 of this report.

**National and State Trends in Park Funding.** Other states we reviewed during this audit have focused on finding ways to generate revenue to cover a portion of their operational costs. For example, according to state park officials in each respective state, self-generated revenue comprises 80% of South Carolina's state park budget and 97% of Alabama's state park budget.

The national park system has also recognized that appropriations in the future will not be sufficient to meet park infrastructure and service needs and are focused on generating more revenue to cover their costs. The Federal Lands Recreation Enhancement Act of 2004 authorizes various federal oversight agencies<sup>5</sup> to charge and collect fees at federal recreational lands and waters. This act provides guidance on what types of fees may be charged, including entry fees, standard amenity fees, and expanded amenity fees.

<sup>4</sup> The 'Other' budget category includes items such as acquisitions, telephone/telegraph, communication services, credit card discount fees, and office supplies.

<sup>5</sup> These agencies are the Bureau of Reclamation, the National Park Service, the Fish and Wildlife Service, and the Bureau of Land Management all within the Department of Interior as well as the Forest Service within the Department of Agriculture.

This report evaluates whether OSP has used data on visitation and costs to manage its state parks and historic sites. Because of the budget issues described above, the report also provides analysis using OSP data and outlines various strategies that OSP could implement to decrease costs and increase revenue in state parks and historic sites.

## **Objective: Does OSP manage its operations at state parks and historic sites based on visitation and cost data?**

OSP could better use visitation and cost data to make site-specific operational decisions and to compare the performance of individual parks. Because of budget and staffing issues, OSP has reduced the hours of operation at all state parks and historic sites and increased the entrance fee at historic sites. However, these decisions have generally been applied across the board without formal analysis of visitation or cost data. Analysis of data would help OSP make more informed decisions about operations and would help ensure that efforts to reduce costs and increase revenue are targeted to appropriate parks and historic sites. We analyzed OSP data and found the following ways OSP could use data to manage operations:

- Calculating cost per visitor would help OSP identify those parks that are less efficient and more costly to operate. This information could then be used to adjust operations at individual parks and sites.
- Statistical analysis of visitation and cost data found that parks that spend more on maintenance costs have higher visitation. However, over the last two years, funds dedicated to maintenance and improvement projects were used to supplement appropriations for operational costs at state parks and historic sites.
- Adjusting operations based on seasonal variation in visitation at parks and historic sites would help OSP reduce costs and increase revenue. For example, OSP could increase its entrance fee during peak seasons to generate additional revenue and use limited staff in winter months to decrease costs.
- Charging differential fees to better reflect the types of amenities offered at parks would help OSP manage costs. Currently, OSP does not charge for certain amenities, such as swimming pools and water playgrounds.
- Sharing staff among parks and historic sites in close proximity would help OSP reduce costs.
- Collecting and using data on visitors would help OSP more effectively target improvements and marketing efforts at parks and historic sites.

---

### **Calculating a cost per visitor would help OSP identify parks and historic sites that are more costly to operate.**

Calculating the cost per visitor (i.e., how much the state pays to bring one visitor to a park or historic site) based on expenditures and revenues would help OSP evaluate and compare the efficiency of parks and historic sites. Specifically, calculating the median cost per visitor and comparing parks to the median would allow OSP to identify which parks and historic sites are more costly to operate. This information could then be used to adjust operations at individual

parks and sites, such as reducing hours or staff at those that have high expenditures but few visitors and little revenue. A similar analysis was used in recent audit reports on state parks in North Carolina and Utah.

We reviewed fiscal year 2011 data from parks and found that the median cost the state pays per visitor is \$4.45. Exhibit 6 summarizes this information.

<b>Exhibit 6</b> <b>State Park Visitation, Expenditures, Revenues and Net Cost Per Visitor</b> <b>Fiscal Year 2011</b>				
<b>Park</b>	<b>Visitation</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Net Cost Per Visitor</b>
Grand Isle	105,737	\$303,188	\$225,554	\$0.73
Lake Fausse Pointe	79,305	610,118	534,880	0.95
Jimmie Davis	128,273	780,716	615,954	1.28
Sam Houston Jones	143,210	638,020	403,010	1.64
Fontainebleau	287,998	1,477,283	941,865	1.86
South Toledo Bend	69,926	669,139	513,225	2.23
Bayou Segnette	201,805	1,090,947	469,616	3.08
Lake D'arbonne	75,227	722,397	485,179	3.15
Fairview	82,492	608,013	289,694	3.86
Lake Claiborne	77,117	730,608	396,090	4.34
Poverty Point Reservoir	119,319	1,059,762	514,585	4.57
Tickfaw	87,102	783,341	355,229	4.92
Cypremort Point	43,080	386,722	165,854	5.13
St. Bernard	59,881	416,481	98,823	5.30
Chicot	136,583	1,609,329	830,650	5.70
North Toledo Bend	56,087	686,152	325,076	6.44
Lake Bruin	31,100	339,046	94,130	7.88
Chemin-a-Haut	33,953	488,219	159,373	9.69
Lake Bistineau	53,425	824,361	231,004	11.11
Hodges Gardens	36,513	976,498	244,474	20.05
			<b>Median</b>	<b>\$4.45</b>
<b>Source:</b> Prepared by legislative auditor's staff using data from ISIS and Reserve America.				

As the exhibit shows, Grand Isle had the lowest cost per visitor at \$0.73 and Hodges Gardens had the highest cost per visitor at \$20. Hodges Gardens has a higher cost per visitor because it requires several specialists and horticulturalists to maintain the park. Although variations in cost are reasonable given the differences in size, staffing, amenities and other factors, OSP should use this data to determine and compare efficiencies within state parks and historic sites.

We also analyzed similar data on state historic sites and found the median cost per visitor was \$31.52. The lowest cost per visitor was \$19.13 at Rosedown Plantation, which may be because Rosedown currently charges a higher entrance fee than the other sites.<sup>6</sup> The highest cost per visitor is \$49.58 at Fort Pike. Exhibit 7 summarizes this information.

<sup>6</sup> According to OSP officials, before being transferred to state ownership Rosedown was privately owned. A condition of the ownership change was that fees remain the same.

<b>Exhibit 7</b> <b>Historic Site Visitation, Expenditures, Revenues and Net Cost Per Visitor</b> <b>Fiscal Year 2011</b>				
<b>Historic Site</b>	<b>Visitation</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Net Cost Per Visitor</b>
Rosedown Plantation	22,847	\$584,355	\$147,212	\$19.13
Plaquemine Lock	4,423	87,112	1,127	19.44
Port Hudson	16,980	389,432	26,846	21.35
Rebel	7,003	165,748	5,734	22.85
Audubon	16,394	441,814	25,279	25.41
Longfellow-Evangeline	15,686	504,600	13,726	31.29
Fort St. Jean	10,670	351,439	15,082	31.52
Poverty Point	13,103	463,615	21,834	33.72
Fort Jesup	2,519	94,575	1,599	36.91
Mansfield	5,614	220,447	9,557	37.57
Centenary	1,788	88,720	580	49.30
Fort Pike	1,154	141,488	84,268	49.58
			<b>Median</b>	<b>\$31.52</b>
<b>Source:</b> Prepared by legislative auditor's staff using data from ISIS and Reserve America.				

Despite the variations in visitation and costs, OSP has generally made operational changes across the board without consideration of individual parks and historic sites. For example, OSP increased the entrance fee for 15 historic sites from \$2 to \$4 in 2010. This fee increase was prompted by HCR 99 of the 2009 legislative session which requested OSP to study methods to increase revenue at state historic sites. According to OSP's report in response to this request, it recommended a \$2 increase at all of these historic sites. This recommendation was based on a review of other historic properties in the area (i.e., plantation homes) that had higher admission fees but not on a formal analysis of visitation and cost data. Analysis of visitation and cost data on individual parks and historic sites, in addition to a comparison of OSP practices to other states, could provide OSP with a formal methodology to determine fees and a stronger justification to support subsequent fee adjustments and operational changes.

**Recommendation 1:** OSP should analyze visitation and cost data on its parks and historic sites and use this information to make decisions regarding operations and fees. For example, OSP could calculate and use the cost per visitor as one criterion for determining whether certain parks would benefit from operational and fee changes.

**Summary of Management's Response:** OSP agrees with this recommendation and stated that utilization of cost per visitor for each site will give them another valuable tool to utilize in making operational decisions.

## **Parks that spend more on maintenance costs have higher visitation.**

Our statistical analysis showed that maintenance costs are significantly and positively correlated to visitation patterns.<sup>7</sup> This means that parks that spend more on total maintenance costs tended to have more visitors. However, maintenance costs comprise a small percentage of state park and historic site budgets. In FY 2010, the average amount spent on maintenance was \$25,193, or 5% of park overhead.

The number of maintenance and improvement projects at state parks and historic sites have decreased over the last three years. In FY 2009, there were 110 maintenance and improvement projects funded. However, by FY 2011 this number had decreased by more than half to 42 maintenance and improvement projects. OSP currently has eight projects on its priority list funded for FY 2012. The number of projects has decreased because funds dedicated to maintenance and improvement projects have been used by the legislature at times to fund operational costs at state parks. Exhibit 8 summarizes the amount of the State Parks Repair and Improvement Fund (or “729 Fund”) that has been used for other purposes.

<b>Exhibit 8</b> <b>Summary of 729 Fund Actions</b> <b>Fiscal Year 2009 to Fiscal Year 2012</b>	
<b>Fiscal Year</b>	<b>Description</b>
2009	\$582,673 was taken of which \$332,673 went to General Fund.
2010	\$3,972,784 was taken of which \$3 million went to General Fund.
2011	\$1,024,173 was taken to fund operational costs at state parks and historic sites.
2012	\$7,674,304 was taken to fund operational costs at state parks and historic sites.
<b>Source:</b> Prepared by legislative auditor’s staff using information from OSP.	

The FY 2013 executive budget also includes \$7.9 million in 729 Funds to fund operational costs. According to OSP, if the state continues to use these funds for the state General Fund and operational costs, OSP will no longer have any money for repairs and the parks will become “dangerous to operate” as maintenance is continually deferred. In addition, decreasing maintenance expenditures even further might arguably reduce park visitors and revenue.

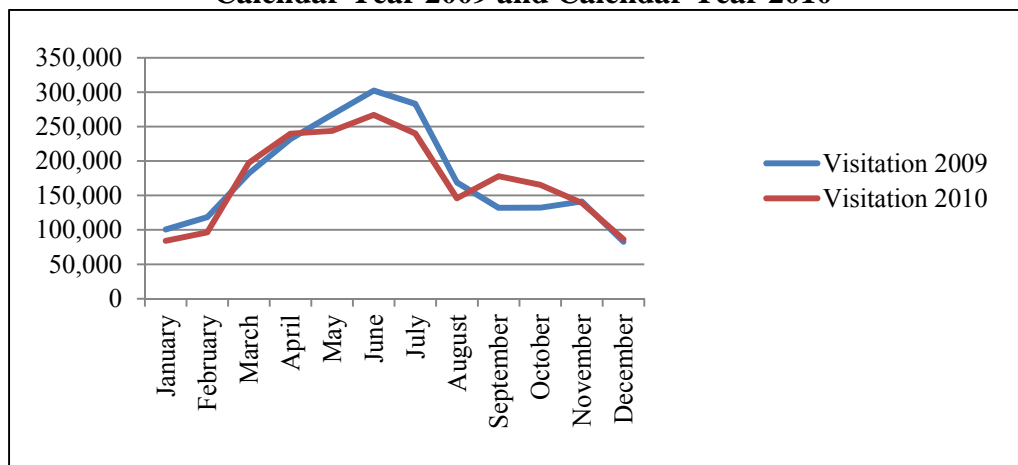
## **Adjusting operations based on seasonal visitation would help OSP reduce costs and increase revenue.**

Although visitation to state parks and historic sites is highly seasonal, OSP has not adjusted its operations to better align operations with visitation and costs. Analysis of visitation data shows that visitation to parks and historic sites varies greatly depending on the season. Visitation is high in the summer at parks offering water activities. For example, there were

<sup>7</sup> See Appendix B for a summary of the analysis we conducted.

41,656 visitors in May 2011 at Fontainebleau State Park but only 10,528 during December 2010. Exhibit 9 summarizes visitation at all 22 state parks by month for calendar years 2009 and 2010.

**Exhibit 9**  
**Visitation at State Parks**  
**Calendar Year 2009 and Calendar Year 2010**



**Source:** Prepared by legislative auditor's staff using Reserve America data.

OSP has adjusted its fees by season for its cabins and campsites. For example, deluxe cabins at state parks are \$120 per night from October to March and \$150 per night from April to September. Other states also adjust their fees during "peak" and "off-peak" times. For example, Alabama and Arkansas both have fees in winter that are lower than their normal fees and charge more for certain amenities during peak times. Because visitation and associated revenue is seasonal, OSP has a variety of options it could use to reduce its costs or generate additional revenue. These options are summarized below.

**Increasing entrance fees during peak months could generate additional revenue.**

We calculated how much additional revenue OSP could have generated if it adjusted its park entrance fees based on the season. Had OSP increased its entrance fee from \$1 per person to \$3 per person in the peak season of summer and spring, its parks would have generated approximately \$908,000 in additional revenue in fiscal year 2011.<sup>8</sup> Exhibit 10 summarizes this information.

<b>Exhibit 10</b>				
<b>June 2010 - May 2011 Season Hypothetical</b>				
<b>Season</b>	<b>Month</b>	<b>Actual Entrance Fee Revenue</b>	<b>Hypothetical Entrance Fee</b>	<b>Hypothetical Revenue</b>
Summer	June	\$97,305	\$3	\$291,915
	July	68,017	3	204,051
	August	56,722	3	170,166

<sup>8</sup> Based on similar actions taken at federal parks, and for ease of analysis, we assumed there would be no decrease in visitation based on fee increases.

Exhibit 10 (Cont.) June 2010 - May 2011 Season Hypothetical				
Season	Month	Actual Entrance Fee Revenue	Hypothetical Entrance Fee	Hypothetical Revenue
Fall	September	\$57,509	\$1	\$57,509
	October	42,734	1	42,734
	November	28,228	1	28,228
Winter	December	19,857	1	19,857
	January	25,831	1	25,831
	February	31,734	1	31,734
Spring	March	52,249	3	156,747
	April	74,751	3	224,253
	May	104,851	3	314,553
<b>Total</b>		<b>\$659,788</b>		<b>\$1,567,578</b>
<b>Additional Revenue Generated</b>				<b>\$907,790</b>
*Hodges Gardens not included as the entrance fee is already \$5 per adult. <b>Source:</b> Prepared by legislative auditor's staff using data from ISIS.				

**Using limited staff during winter months would also reduce costs.** Because visitation at parks and historic sites is low during the winter, it may be more cost-effective to reduce staff during these months. For example, entrance stations are typically staffed with an OSP employee who, among other duties, collects the \$1 per person entrance fee at parks and the \$4 entrance fee at most historic sites. We analyzed revenue and salary data and found that at select parks and historic sites the cost to have an employee collect the entrance fee was greater than the entrance fee revenue collected in the winter. Exhibit 11 provides a summary of this analysis.

Exhibit 11 Cost to Collect Entrance Fee at Selected Parks January and July 2010					
	Estimated Cost to Collect Entrance Fee*	Actual Entrance Fee Revenue for January	Per Dollar Cost to Collect \$1 Entrance Fee January	Actual Entrance Fee Revenue for July	Per Dollar Cost to Collect \$1 Entrance Fee July
State Parks					
Chemin-A-Haut	\$2,160 per month	\$180	\$12.00	\$2,435	\$0.89
Lake Bruin		\$431	\$5.01	\$1,731	\$1.25
Lake Bistineau		\$458	\$4.72	\$1,932	\$1.12
Grand Isle		\$606	\$3.56	\$2,235	\$0.97
Cypremort		\$630	\$3.43	\$3,049	\$0.71
Fontainebleau		\$2,787	\$0.78	\$8,710	\$0.25
State Historic Sites					
Longfellow- Evangeline	\$1,920 per month	\$582	\$3.30	\$988	\$1.94
Port Hudson		\$964	\$1.99	\$1,592	\$1.21
*We used the lowest hourly rate paid to OSP employees (\$8 per hour). This estimate does not account for other labor costs such as insurance, retirement, etc. The actual cost is likely higher than \$8 per hour. <b>Source:</b> Prepared by legislative auditor’s staff using data from Reserve America.					



As the exhibit shows, the cost to collect actual entrance fee revenue was higher in January than it was in July of 2010. For example, at Chemin-A-Haut, it cost the state \$12 for each \$1 entrance fee collected in January, but only \$1.25 in July. At more popular parks and historic sites such as Fontainebleau and Port Hudson, the difference in costs is not as significant.

OSP has already modified its staffing at some parks and historic sites to reduce costs. For example, during times of low visitation, Port Hudson SHS, Audubon SHS, and North Toledo Bend SP collect the entrance fee at the visitor center or nature center instead of staffing the entrance station. However, the decision to adjust fee collection methods is not based on any kind of formal analysis of data.

Other states have also found ways to reduce costs during off-season or other times of low visitation by using remote fee collection systems. Remote fee collection systems do not require staff to operate, thus reducing the costs of operating the park system during times of low visitation. There are various options for remote fee collection, from “honor boxes” costing as little as \$168 to install, to credit card enabled fee collection devices costing as much as \$32,900 to install. Florida and Mississippi use honor boxes to collect entrance fees at sites where it is not cost-effective to have a staffed entrance station. Arkansas uses a donation box at museums in lieu of collecting entrance fees. According to Arkansas state park officials, they collect more revenue using the donation box than they do by collecting an entrance fee.

**Recommendation 2:** OSP should use its visitation and cost data to evaluate whether fees could be adjusted further based on seasons.

**Summary of Management’s Response:** OSP agrees with this recommendation and stated that it will evaluate other opportunities to vary rates to increase revenues.

**Recommendation 3:** OSP should use the cost to collect entrance fees and other cost analyses to support its decisions regarding staff levels at state parks and historic sites.

**Summary of Management’s Response:** OSP agrees with this recommendation and stated that it will explore staff reductions during winter months based on visitation patterns.

**Recommendation 4:** OSP should evaluate the feasibility and cost-effectiveness of using remote fee collection systems.

**Summary of Management’s Response:** OSP agrees with this recommendation but states that staff who collect entrance fees at state parks and historic sites perform duties in addition to collecting fees that cannot be performed by remote fee collection systems.

---

**Increased use of differential fees that better reflect the types of amenities offered at parks would help OSP manage costs.**

The amenities offered by individual parks affect both the revenue generated by those parks and the costs associated with operating those parks. Amenities include pools, hiking trails, interpretive programs, boat launches, fishing piers, etc. Appendix C provides a summary of amenities by park and historic site. OSP does not collect any data on which amenities visitors use and how much these individual amenities cost. However, several OSP park staff noted that amenities such as water playgrounds and swimming pools help increase visitation but also increase costs.

Some individual amenities are more valuable to parks than others. Analysis of park data produced a statistically significant, positive correlation between revenue and specific types of amenities such as campsites and cabins. Specifically, a park's overall revenue was significantly and positively correlated with amenities such as group camping, campsites/marinas and cabins, which means that parks with these specific amenities tended to have higher overall revenue.<sup>9</sup> Thus, OSP might consider emphasizing these specific amenity types when determining future fee structures and/or investment in further amenities.

**Increased use of differential pricing in state parks could increase revenue.**

Differential fees are fees that vary based on certain factors such as type of park, park location, season, day of the week, or type of amenity offered. Other park systems we reviewed<sup>10</sup> use differential fees as a way to better align fees with the cost of providing services. We reviewed visitation and cost data to assess whether OSP could benefit from charging differential fees and found that OSP could increase revenue by either charging for specific amenities individually or by charging higher entrance fees based on the amenities at parks.

Louisiana does not charge a fee for all amenities at most of its parks and historic sites. Other states charge a specific fee for different types of amenities. For example, Mississippi charges \$7 for the use of boat launches. Fourteen of Louisiana's state parks have boat launches that could also charge a similar fee. In addition, some states charge for pools and water playgrounds. Mississippi charges from \$3 to \$7 (in addition to the park entrance fee) per person for use of pools and water playgrounds and some parks in Arkansas charge from \$2 to \$4 for use of its pools (with free park entrance). Fourteen of Louisiana's state parks either have a pool or water playground on the premises that could also charge an additional fee.

**Using the current leveling system would help OSP determine sufficient entrance fees.** According to OSP management, it does not want a complicated fee structure. To avoid a complicated fee structure, another option would be to increase the entrance fee at only those parks with certain amenities. As a way of partially accounting for amenities, OSP uses a leveling system based on best practices that scores parks from 1 to 4. This system assigns a numeric value to factors such as visitation, park acreage, number and type of cabins, number of campgrounds, pool, and trails to score each park. OSP expressed that the purpose of the

---

<sup>9</sup> See Appendix B for a summary of the analysis.

<sup>10</sup> Federal park system, Florida, South Carolina, Alabama.

leveling system and scores is to determine optimal staffing levels at each park. However, according to OSP, it has not leveled parks since 2008 and staffing levels are no longer based on the leveling system because of staff shortages resulting from budget cuts. Statistical analysis of current park levels, however, showed that the assigned levels are appropriate. For example, we found parks at higher levels had both higher overhead and revenue.<sup>11</sup>

Because the leveling system accounts for size of park, amenities, number of cabins, and other factors that affect expenditures at parks, OSP could also use this system to set the entrance fee, which is currently \$1 at all parks, according to the level of the park. For example, level 4 parks which generally have more amenities could charge \$4; level 3 parks could charge \$3 and so on. Exhibit 12 summarizes our analysis of data on park revenues, including how much revenue could be generated by charging an entrance fee based on park level.

Exhibit 12			
Parks by Level, Visitation, Revenue and Potential Revenue**			
If Fee Commensurate with Park Level			
State Park	FY 2011 Entrance Fee Revenue	Hypothetical Fee	Hypothetical Revenue
Level 4			
Fontainebleau	\$134,649	\$4	\$538,596
Bayou Segnette	73,571		294,284
Chicot	31,536		126,144
Lake D'arbonne	18,096		72,384
Lake Bistineau	14,313		57,252
Level 3			
Sam Houston Jones	\$61,699	3	\$185,097
Jimmie Davis	44,325		132,975
Poverty Point Reservoir	15,177		45,531
Tickfaw	25,676		77,028
Lake Fausse Pointe	21,790		65,370
Lake Claiborne	25,490		76,470
South Toledo Bend	13,287		39,861
North Toledo Bend	9,629		28,887
Chemin-a-Haut	11,946		35,838
Level 2			
Grand Isle	\$26,620	2	\$53,240
Fairview	23,121		46,242
St. Bernard *	6,890		6,890
Hodges Gardens*	69,894		69,894
Level 1			
Cypremort Point	\$29,094	1	\$29,094
Lake Bruin	9,617		9,617
Total	\$666,420		\$1,990,694
*No change in revenue since Hodges Gardens is already \$5 for entrance and St. Bernard is free (but charges for use of the pool).			
**Table only includes parks that existed when parks were last leveled (2008).			
Source: Prepared by legislative auditor's staff using data from Reserve America.			

<sup>11</sup> See Appendix B for a summary of the analysis.

Using the leveling system to adjust various fees at parks and historic sites would allow OSP to better account for various amenities. As the exhibit shows, OSP could have generated an additional \$1.9 million in revenue by using differential pricing by level when setting entrance fees at its parks.

**Using park levels to adjust cabin fees based on the popularity of the park would also result in increased revenue.** As mentioned earlier, OSP does adjust cabin fees based on the season. However, unlike other states, OSP does not charge higher fees for higher demand cabins, such as cabins on water or cabins in higher visitation parks. For example, South Carolina charges higher cabin fees for parks on the coast that are more popular. Alabama also charges higher cabin fees at parks that are more popular.

OSP has cabins available for rent at 17 of its 22 state parks. OSP adjusts fees for the type of cabin (standard or deluxe), but does not account for the popularity of the park or cabin. Cabins at some state parks in Louisiana, e.g., Fontainebleau State Park, must be booked 11 months in advance because of their popularity. Therefore, OSP should also account for the popularity of certain parks and cabins when determining fees.

**Recommendation 5:** OSP should consider either charging a fee for additional amenities or using the leveling system which reflects amenities when setting the entrance and cabin fees at individual parks.

**Summary of Management's Response:** OSP agrees with this recommendation. According to OSP, the pricing of entrance and rental fees should allow access to all citizens of the state. While remaining sensitive to that issue of accessibility, OSP stated that it will evaluate its current fee structure for possible increases and variable pricing.

---

## **Sharing staff among parks and historic sites in close proximity would help OSP reduce costs.**

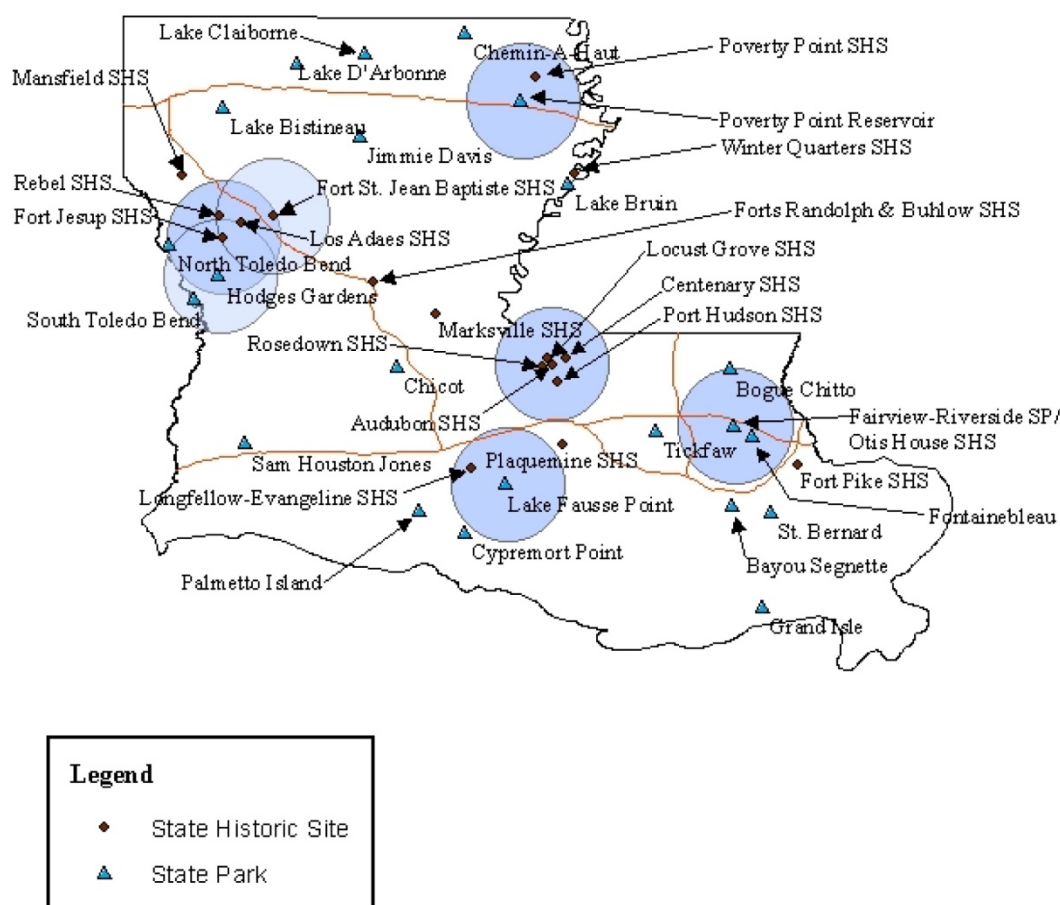
Staffing costs are the biggest expenditure for state parks and historic sites. In fiscal year 2011, approximately 59% of all expenditures at state parks and historic sites were spent on labor costs. OSP currently shares staff resources between two historic sites. Fort Jesup and Rebel historic sites share a park manager for a total estimated cost-savings of \$50,000 per year. However, according to OSP, the decision to share resources between these sites was due to attrition and retirement and not as the result of formal assessment of staffing needs and costs.

Using centralized park management staff has been successful in other state park systems. Ohio State Parks adopted a regionalization approach as a result of declining budgets and severe reductions in staffing. This practice was cited as a best practice by the National Association of State Park Directors. Ohio divided its 74 state parks into 26 regions, with each region consisting of two to five parks. This regionalization allowed park staff to be cross trained so employees could assist and work at any park within their region. According to Ohio State Park personnel, this system has enabled them to do more with less staff, improve customer service, increase revenues, and improve morale.

OSP organizes parks and historic sites into four management districts, which are headquartered at parks in each individual district. Each district is managed by a district manager. District managers' primary responsibility is to manage the parks and historic sites in their respective districts in the areas of operations, customer service, maintenance, and law enforcement activities. Districts do not generally share staff, except on an "as-needed" basis. However, there is no formal process in place to identify resource sharing opportunities within each district.

OSP has seven clusters of parks and historic sites that are within 25 miles of one central site. Because of their close proximity, OSP should evaluate whether additional resource sharing could be done among parks. Exhibit 13 shows the clusters of parks. Appendix D shows the number of staff and salaries at these clusters.

**Exhibit 13**  
**Louisiana State Parks and Historic Sites in Close Proximity**  
**As of January 2012**



**Source:** Prepared by legislative auditor's staff using information from the Louisiana GIS Council and Google maps.

**Recommendation 6:** OSP should use available data to evaluate other park clusters to identify additional opportunities to share resources.

**Summary of Management's Response:** OSP agrees with this recommendation but states that staffing at all sites has become so limited that it can no longer consider sharing employees without significantly compromising services to the public.

---

### **Collecting and using data on visitors to state parks and historic sites would help OSP more effectively target funds for improvements and marketing efforts.**

Although OSP collects some data from its visitors, OSP does not collect sufficient or quantifiable information that would enable it to better target improvements or marketing efforts to specific parks and historic sites. OSP makes comment cards available to visitors at all parks and historic sites, but does not compile the comments for analysis. In addition, the questions contain limited quantitative measures that would help OSP calculate responses and compare parks and historic sites and determine what improvements are needed. As a result, OSP relies primarily on staff input when deciding what improvement projects to fund.

Currently, OSP uses manager and staff input as a basis for park and historic site improvement projects. Park managers submit proposals for 729 Fund projects to their corresponding district manager. The district manager then meets with district staff to prioritize the projects submitted from each park. The district manager then submits the prioritized list of projects to the head of the OSP Resource Development Section. The head of Resource Development works with other Resource Development personnel to prioritize the projects by project type. State law<sup>12</sup> requires that projects be funded in the following ranked order:

- Category 1: Health and Safety projects
- Category 2: Maintenance projects
- Category 3: Park improvements/amenities
- Category 4: Land acquisition

Various OSP personnel vote on which projects to fund according to the prioritization outlined above. According to OSP personnel, the cost-benefit of individual projects and the preferences of visitors are considered during the decision-making process, but not formally or systematically. If OSP collected quantifiable information from its visitors, it could use this data to make more informed decisions regarding park and historic site improvements. For instance, visitors could be asked about strengths/weaknesses of a park or historic site or areas of potential improvement within the four categories above. These questions might propose new and/or improved amenities or visitor willingness to fund them through potentially increased visitation.

---

<sup>12</sup> Louisiana Revised Statute 56:1703.

The results of these studies could also provide OSP management with useful information to determine appropriate park hours and staffing levels.

**OSP does not collect and use all of the information necessary to target its marketing efforts to increase visitation.** OSP collects some information on the users of state parks, but the information is not used for marketing purposes. For example, OSP collects information on where visitors live. According to this data, most visitors to state parks are Louisiana residents but many visitors also come from neighboring states. However, OSP does not use this data to target its marketing efforts toward particular geographical areas.

**Recommendation 7:** OSP should collect various and quantifiable data on the users of state parks and historic sites and use this information to make improvement decisions and to target marketing efforts. For example, OSP could have visitors rank what they liked least and best about parks and amenities and quantify this information to be used when deciding what improvement projects to fund.

**Summary of Management's Response:** OSP agrees with this recommendation and states that it will modify the current evaluation form to include quantitative measures. That information will then be used to supplement current practices of evaluating improvement decisions and target marketing efforts.

## **APPENDIX A: MANAGEMENT'S RESPONSE**





JAY DARDENNE  
LIEUTENANT GOVERNOR

**State of Louisiana**  
OFFICE OF THE LIEUTENANT GOVERNOR  
DEPARTMENT OF CULTURE, RECREATION & TOURISM  
OFFICE OF STATE PARKS

CHARLES R. DAVIS  
DEPUTY SECRETARY

STUART JOHNSON, PH.D.  
ASSISTANT SECRETARY

June 15, 2012

Daryl G. Purpera  
Legislative Auditor  
1600 North Third Street  
Baton Rouge, LA 70804

Dear Mr. Purpera:

I wish to commend your staff on a professional and thorough evaluation of the operations of the Office of State Parks and express our appreciation for the insightful findings, conclusions and recommendation contained in the report.

Executive staff members with the Department of Culture, Recreation and Tourism, the Office of State Parks as well as the Lieutenant Governor's Office have reviewed the Performance Audit Report and have the attached response.

Sincerely,

A handwritten signature in blue ink, appearing to read "Stuart Johnson".

Stuart Johnson, Ph.D.  
Assistant Secretary

## **APPENDIX A: THE OFFICE OF STATE PARKS RESPONSE**

The Office of State Parks appreciates the efforts of the Louisiana Legislative Auditors Office in studying the operations of the agency and will evaluate and implement the recommendations put forth as appropriate. Specifically, OSP will examine ways in which visitation and cost data can be utilized to make site-specific operational decisions and to compare the performance of individual parks. The recommendations of the Legislative Auditors Office will provide guidance in this effort.

In regards to the specific areas of study by the Legislative Auditors Office, OSP has the following comments:

### **Calculating a cost per visitor would help OSP identify parks and historic sites that are more costly to operate.**

Currently OSP engages in extensive evaluation of data, examining visitation, cost and revenue information by site on a monthly basis. This information is used to guide management decisions. For example, when decisions were made to put sites into caretaker status and to decrease the hours of operation due to budget reductions, visitation, cost and revenue data were used to identify which sites would be impacted. The calculation of cost per visitor is currently computed quarterly for the entire agency and is one of OSP's performance indicators. It was this calculation that prompted enhancement of the agencies fee-for-service programming for highly customized offerings. Utilization of the cost per visitor for each individual site as recommended in this report will give OSP another valuable tool to utilize in making operational decisions.

### **Parks that spend more on maintenance costs have higher visitation.**

Every year OSP generates \$7.5 Million to \$8.5 Million in self generated revenues that are statutorily dedicated to the State Parks Repair and Improvement Fund. As this report indicates, the majority of these funds have been legislatively redirected from the Repair and Improvement Fund to offset General Fund reductions to the State Parks' operating budget thereby leaving the agency with inadequate resources to make even the most basic repairs to park facilities. Over \$7 Million in needed projects, many of which pertain to the health and safety of park visitors, have been cancelled or put on hold because of the lack of funding. OSP concurs with the Legislative Auditor that "the parks will become 'dangerous to operate'" and that "decreasing maintenance expenditures even further might arguably reduce park visitors and revenues." If vital repairs are not made, facilities will deteriorate, become dangerous and ultimately lead to closures.



**Adjusting operations based on seasonal visitation would help OSP reduce costs and increase revenue.**

OSP currently charges a higher rental fee rate for cabins and group camps during high demand seasons. Based on the recommendations in this report the agency will evaluate other opportunities to vary rates to increase revenues.

Staff reductions during the winter months will also be explored although it is important to note that even though there is a decrease in visitation at these times, staff members engage in numerous projects and training that cannot be accomplished during peak seasons. Detailing cabins and group camps, trail maintenance, law enforcement training, road repairs, waterline repairs, swimming pool maintenance and addressing postponed maintenance are some of the focal areas during the winter months.

Except on rare occasions like the Port Hudson Annual Reenactment, fees are collected at park entrance stations that serve as the administrative center of the site. The reduction of 78 positions over the past 3 years has increased the reliance on all staff members to perform multiple duties and makes each position critical to the overall operation of the parks or historic sites. The individuals collecting the fees perform many tasks in addition to collecting fees including clerical functions such as time keeping, filing, completing daily reports, renting boats and canoes, selling merchandise, answering phones, handling the mail and checking in overnight guests. These functions must be performed year round and cannot be handled by remote fee collection systems. Because of staff reductions, OSP has become more reliant on non Civil Service, part-time employees and will explore ways to increase this practice to meet seasonal staffing requirements.

**Increased use of differential fees that better reflect the types of amenities offered at the parks would help OSP manage costs.**

The fees that are charged at state parks and historic sites, like all aspects of managing the park system, must be in keeping with the statutory mission of the agency of providing the people of Louisiana and their visitors with outdoor recreational experiences and portraying historic sites of statewide importance. The pricing of the entrance and rental fees should allow access to all citizens of the state. Two studies of state park fees indicate that visitors are sensitive to increases particularly amongst lower income groups. A 2002 market assessment study of Colorado State Parks conducted by PriceWaterhouseCoopers found most park visitors are extremely price sensitive when it comes to daily entrance fees, with the majority likely to reduce their number of visits with as little as a \$2 increase. A 2001 study conducted by Texas A&M University (Crompton & Kim) of entrance fees to Texas State Parks found less impact of increases but noted that lower income groups expressed a reluctance to visit should fees be raised. When the rental fees of cabins and campsites were increased in Louisiana State Parks two years ago the

demand for these facilities decreased by 10%. Additionally the number of complaints regarding the rates charged dramatically increased.

In May of this year, OSP conducted a site leveling evaluation of all its sites. Using this information as suggested by this report and remaining sensitive to the issue of accessibility noted above, OSP will evaluate its current fee structure for possible increases and variable pricing.

**Sharing staff among parks and historic sites in close proximity would help OSP reduce costs.**

As noted in this report, OSP is already sharing staff between sites in close proximity on a limited basis. This practice has been employed because positions have been eliminated and the use of itinerate staff has been the only way to keep some sites open. At this point the staffing of all sites has become so limited that they can no longer consider sharing employees with another without significantly compromising services to the public. No state park or historic site in the system is fully staffed and any additional reduction in staff will only result in site closures.

**Collecting and using data on visitors to state parks and historic sites would help OSP more effectively target funds for improvements and marketing efforts.**

Currently OSP solicits feedback from park and historic site visitors through evaluation forms that are distributed to users. These forms are reviewed by all levels of staff and are also reviewed by the Lieutenant Governor's office. The forms solicit comments from visitors on a number of topics relative to their use of the park, but currently a quantitative evaluation is not requested. OSP will modify the evaluation form to include a quantitative measure to augment the qualitative information gathered. This information will then be used to supplement current practices of evaluating improvement decisions and target marketing efforts.

It should be noted that OSP does not have an advertising budget. The advertising function of the agency is handled by the Office of Tourism that does extensive marketing research both in-house and through its contracted advertising agency.

## APPENDIX B: AUDIT INITIATION, SCOPE AND METHODOLOGY

Louisiana Revised Statute 24:522 directs the legislative auditor to establish a schedule of performance audits to ensure that at least one performance audit is completed and published for each executive department agency within a 7-year period, beginning with the 1998 fiscal year. In accordance with this legislative mandate, we scheduled a performance audit of the Department of Culture, Recreation and Tourism (CRT) for fiscal year 2012. Based on a completed risk assessment, we focused the audit on the Office of State Parks (OSP) within CRT.

We conducted this performance audit in accordance with generally accepted government auditing standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Our audit scope is July 1, 2008, through June 30, 2012. We wanted to answer the following question:

### **Does OSP manage operations at its state parks and historic sites based on visitation and cost data?**

To answer our objective, we reviewed internal controls relevant to the audit objectives and performed the following audit steps:

- Interviewed the OSP assistant secretary, OSP chief of operations, OSP district management staff, and state park field staff regarding current OSP practices in park management.
- Obtained and reviewed financial data from fiscal years 2009 through 2011 to determine the level of self-sufficiency of the Louisiana state park system. We define self-sufficiency as the level of costs recovered by revenue intake.
- Obtained and reviewed staffing information from fiscal years 2009 through 2011 to determine how budget cuts have affected staffing levels of both OSP field and administrative operations.
- Reviewed the fee structure for Louisiana state parks and historic sites.
- Interviewed OSP Resource Development staff regarding the process for decisions regarding capital improvement projects.



- Interviewed OSP public information officer regarding current data collection practices at the OSP executive office.
- Surveyed field staff from all state parks and selected historic sites regarding data collection in the field.
- Compiled park management best practice information from other state park systems recommended by OSP as best practice states and from the National Park Service.
- Conducted statistical analyses in SPSS<sup>13</sup> on the above items, limited to two-tailed Pearson correlations<sup>14</sup> using the methodology described below.
- Used GIS to map parks and historic sites.
- To determine parks and historic sites in close proximity, we used Google Maps to document the distances between clusters of state parks and historic sites that are within 25 miles or less of one central site. We chose 25 miles or less for our "in close proximity" distance because it is approximately a 30-minute drive one-way and OSP is already sharing resources at sites within 18 miles of each other.

---

<sup>13</sup> SPSS - A statistical software suite developed by IBM, commonly used across a number of job settings and environments. It is deemed an industry standard among social sciences and academic institutions.

<sup>14</sup> Pearson Correlation, or 'p'- The most common form of correlation statistic, where data is tested in both a positive and negative direction for potential relationships. A 'two-tailed' test looks for both positive and negative relationships between variables such that when one increases or decreases, the other tends to follow.

## APPENDIX C: AMENITIES AVAILABLE AT LOUISIANA STATE PARKS AND HISTORIC SITES

Amenities Available at Louisiana State Parks																				
Park	Boat/canoe rental	Boat Launch	Cabins	Camping-Backpacking	Camping-Improved	Camping-Tent Only	Camping-Unimproved	Canoe/Sailboat Launch	Comfort Station	Concession/Gift Shop	Daily Tours	Disc Golf	Fishing Pier	Group Camp	Group Camping Area	Group Pavilion	Lodge	Marina	Meeting Room	Museum/History/Nature
Fontainebleau State Park			•		•		•	•	•	•			•	•	•	•	•		•	
Bayou Segnette State Park		•			•				•	•				•		•				
Sam Houston Jones State Park	•	•	•		•	•			•							•				
Chicot State Park	•	•	•	•	•				•	•			•	•	•	•	•		•	
Bogue Chitto State Park	•		•		•			•	•				•	•		•	•		•	
Jimmie Davis State Park		•	•		•				•				•	•		•	•			
Poverty Point Reservoir State Park		•	•		•				•	•			•				•	•	•	
Grand Isle State Park					•	•			•				•							
Tickfaw State Park	•		•		•	•		•	•	•				•		•				
Fairview-Riverside State Park					•	•			•		•					•				•
Lake Fausse Pointe State Park	•	•	•	•	•	•			•						•	•			•	
Palmetto Island State Park		•	•		•				•				•			•			•	
Lake Claiborne State Park	•	•	•	•	•	•			•	•			•		•	•			•	

## Amenities Available at Louisiana State Parks (Cont.)

Park	Boat/canoe rental	Boat Launch	Cabins	Camping-Backpacking	Camping-Improved	Camping-Tent Only	Camping-Unimproved	Canoe/Sailboat Launch	Comfort Station	Concession/Gift Shop	Daily Tours	Disc Golf	Fishing Pier	Group Camp	Group Camping Area	Group Pavilion	Lodge	Marina	Meeting Room	Museum/History/Nature	Observation Tower	Outdoor Classroom	Picnic Area	Playground	Programs-History/Nature	Swimming Pool/Beach*	Tennis Court	Trails	Visitor/Nature Center	Wireless Internet
Lake D'Arbonne State Park	•	•	•		•				•			•	•	•		•	•		•				•	•	•	P	•	•	•	•
South Toledo Bend State Park		•	•		•	•			•	•			•						•				•		•	B		•	•	•
St. Bernard State Park					•				•							•							•	•		P		•		•
North Toledo Bend State Park	•	•	•		•				•				•	•		•			•				•	•		P		•		•
Lake Bistineau State Park	•	•	•		•				•	•		•	•	•	•	•							•	•	•	BP		•	•	•
Cypremort Point State Park			•					•	•				•			•							•			B				•
Hodges Gardens State Park	•		•			•		•	•	•			•	•							•		•		•			•		•
Chemin-A-Haut State Park	•	•	•		•				•					•		•			•			•	•	•		P		•		•
Lake Bruin State Park	•	•			•	•			•				•		•	•							•	•		BW				•

\*“P” = pool, “B” = beach, “W” = water playground

Source: Prepared by legislative auditor's office using information provided by OSP.



Amenities Available at Louisiana State Historic Sites																															
	Wireless Internet	Visitor/Nature Center	Trails	Tennis Court	Swimming Pool/Beach*	Programs- History/Nature	Playground	Picnic Area	Outdoor Classroom	Observation Tower	Museum/Historical Buildings	Meeting Room	Marina	Lodge	Group Pavilion	Group Camping Area	Group Camp	Fishing Pier	Disc Golf	Daily Tours	Concession/Gift Shop	Comfort Station	Canoe/Sailboat Launch	Camping-Unimproved	Camping-Tent Only	Camping-Improved	Camping-Backpacking	Cabins	Boat Launch	Boat/canoe rental	Historic Site
		•	•			•		•			•				•					•	•	•									Audubon State Historic Site
			•			•		•			•									•	•										Centenary State Historic Site
						•		•			•									•	•										Fort Jesup State Historic Site
						•		•			•									•	•								•		Fort Pike State Historic Site
		•				•		•			•									•	•										Fort St. Jean Baptiste State Historic Site
			•			•					•									•	•										Forts Randolph & Buhlow State Historic Site
																															Locust Grove State Historic Site
			•			•		•	•		•				•					•	•										Longfellow-Evangeline State Historic Site
						•					•									•	•										Los Ades State Historic Site
			•			•		•	•	•	•									•	•										Mansfield State Historic Site
			•			•		•			•									•	•										Marksville State Historic Site
						•					•									•	•										Plaquemine Lock State Historic Site
		•	•			•		•		•	•									•	•										Port Hudson State Historic Site
			•			•		•			•									•	•										Poverty Point State Historic Site

Amenities Available at Louisiana State Historic Sites (Cont.)													
Historic Site	Wireless Internet	Visitor/Nature Center	Trails	Tennis Court	Swimming Pool/Beach*	Programs- History/Nature	Playground	Picnic Area	Outdoor Classroom	Observation Tower	Museum/Historical Buildings	Meeting Room	Marina
Rebel State Historic Site			•			•		•			•		
Rosedown Plantation						•		•			•		
Winter Quarters State Historic Site						•		•			•		
Boat/canoe rental													
Boat Launch													
Cabins													
Camping-Backpacking													
Camping-Improved													
Camping-Tent Only													
Camping-Unimproved													
Canoe/Sailboat Launch													
Comfort Station													
Concession/Gift Shop													
Daily Tours	•												
Disc Golf													
Fishing Pier													
Group Camp													
Group Camping Area													
Group Pavilion	•												
Lodge													
Marina													
Meeting Room													
Museum/Historical Buildings													
Observation Tower													
Outdoor Classroom													
Picnic Area	•												
Playground													
Programs- History/Nature													
Swimming Pool/Beach*													
Tennis Court													
Trails													
Visitor/Nature Center													
Wireless Internet													

**Source:** Prepared by legislative auditor's staff using information provided by OSP.

## APPENDIX D: PARKS AND HISTORIC SITES IN CLOSE PROXIMITY

Sites in Close Proximity to Audubon State Historic Site							
Park	Distance from Audubon SHS (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
<b>Audubon</b>	-	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>\$192,504.00</b>	<b>2</b>
Centenary	7	1	0	0	0	38,604.80	0
Port Hudson	13	1	1	3	0	183,144.00	0
Rosedown	6	1	2	3	0	211,577.60	2
Locust Grove *	4	-	-	-	-	-	-
<b>Total</b>	-	<b>4</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>\$625,830.40</b>	<b>4</b>
* Caretaker Status Source: Google Maps and ISIS.							

Sites in Close Proximity to Fairview-Riverside State Park							
Park	Distance from Fairview-Riverside (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
<b>Fairview-Riverside</b>	-	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$271,856.00</b>	<b>1</b>
Fontainebleau	10	2	4	3	3	456,331.20	3
<b>Total</b>	-	<b>3</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>\$728,187.20</b>	<b>4</b>
* Caretaker Status Source: Google Maps and ISIS.							

Sites in Close Proximity to Fort Jesup State Historic Site							
Park	Distance from Fort Jesup SHS (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
<b>Fort Jesup</b>	-	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>\$70,387.20</b>	<b>0</b>
Fort St. Jean	23	1	0	3	0	150,878.00	1
Hodges Gardens	22	1	3	0	2	222,705.60	0
Rebel	18	0	1	1	0	64,792.00	0
Los Adaes*	10	-	-	-	-	-	-
<b>Total</b>	-	<b>3</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>\$508,762.80</b>	<b>1</b>
* Caretaker Status Source: Google Maps and ISIS.							

Sites in Close Proximity to Fort St. Jean State Historic Site							
Park	Distance from Fort St. Jean SHS (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
<b>Fort St. Jean</b>	-	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>\$150,878.00</b>	<b>1</b>
Rebel	24	0	1	1	0	64,792.00	0
Los Adaes*	12	-	-	-	-	-	-
<b>Total</b>	-	<b>1</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>\$215,670.00</b>	<b>1</b>
* Caretaker Status Source: Google Maps and ISIS.							

Sites in Close Proximity to Hodges Garden State Park							
Park	Distance from Hodges Gardens (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
<b>Hodges Gardens</b>	-	<b>1</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>\$222,705.60</b>	<b>2</b>
South Toledo Bend	20	1	1	1	2	178,214.40	2
<b>Total</b>	-	<b>2</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>\$400,920.00</b>	<b>4</b>
* Caretaker Status Source: Google Maps and ISIS.							

Sites in Close Proximity to Lake Fausse Pointe State Park							
Park	Distance from Lake Fausse Pointe (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
Lake Fausse Pointe	-	2	1	1	2	\$203,132.80	3
Longfellow-Evangeline	21	2	1	3	0	254,280.00	1
<b>Total</b>	-	4	2	4	2	<b>\$457,412.80</b>	<b>4</b>
* Caretaker Status Source: Google Maps and ISIS.							

Sites in Close Proximity to Poverty Point Reservoir State Park							
Park	Distance from Poverty Point Res (miles)	Park Managers	Maintenance Staff	Interpretive Rangers	Park Rangers	Total Annual Salaries	Part-Time Employees
Poverty Point Reservoir	-	2	3	0	2	\$266,229.60	3
Poverty Point SHS	15	1	1	3	0	243,110.40	0
<b>Total</b>	-	3	4	3	2	<b>\$509,340.00</b>	<b>3</b>
* Caretaker Status Source: Google Maps and ISIS.							