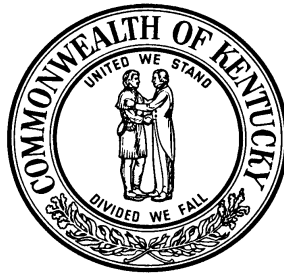


**FINANCIAL DATA ANALYSIS OF THE
KENTUCKY DEPARTMENT OF PARKS**



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CRIT LUALLEN
AUDITOR OF PUBLIC ACCOUNTS

May 7, 2008

Marcheta Sparrow, Secretary
Office of the Secretary
Commerce Cabinet
500 Mero Street, CPT 24th Floor
Frankfort, Kentucky 40601

Gerry van der Meer, Commissioner
Department of Parks
500 Mero Street
10th Floor, Capital Plaza Tower
Frankfort, Kentucky 40601

RE: Financial Analysis of the Kentucky Department of Parks

Dear Secretary Sparrow and Commissioner van der Meer:

We present our report on the financial analysis conducted on Kentucky's Department of Parks. In this report, we present an analysis of revenues and expenditures associated with the Department of Parks, followed by a more focused analysis of Resort Park activities. Within each area presented, any trends or unusual items were identified. We hope that this report will be used to aid in the management of the Kentucky Parks system.

Our Division of Performance Audit evaluates the effectiveness and efficiency of government programs as well as completing risk assessments and benchmarking of state operations. We will be glad to discuss this audit or the services offered by our office at any time. If you or your staff have any questions, please call Brian Lykins, Acting Director of the Division of Performance Audit, or me.

We greatly appreciate the courtesies and cooperation extended by the Department of Parks during this analysis.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Crit Luallen".

Crit Luallen
Auditor of Public Accounts





Financial Data Analysis of the Kentucky Department of Parks

The analysis focused primarily on Kentucky State Resort Parks financial data

Background

Since 1994, more than \$316 million has been appropriated for the Department of Parks (Parks) from bond proceeds and other funding sources to renovate, expand, develop, or maintain various park facilities. Millions have been spent to renovate lodging facilities, campgrounds, to improve or develop new golf courses, and on other park revitalization and maintenance projects. However, a financial analysis of Resort Park activities including Golf, Dining, and Gift Shops documents an overall downward financial trend. For example, though approximately \$55 million has been provided for golf related projects from 1994 to 2008, golf activity experienced its greatest loss of approximately \$700,000 in 2007. Appendices I and II provide information on Parks' capital projects from 1994 to 2010.

Parks receives an annual subsidy from the General Fund that averaged approximately \$28.6 million from FY 2000 through FY 2007. In FY 2008, Parks requested and received a \$5 million supplemental appropriation to meet its obligations. Parks should evaluate every opportunity to reverse the current financial trend to improve the economic impact of the Parks system and capitalize on the investment made to revitalize Park facilities.

Within Kentucky's Commerce Cabinet, the Department of Parks is responsible for operating and managing Kentucky's 52 state parks. The 52 parks include 17 resort parks, which is more resort parks than any other state. Each resort park has a full-service lodge and dining room. Most have cottages and recreation activities such as boating, swimming, hiking, golfing, nature viewing, and activities for children.

Scope and Methodology

The Auditor of Public Accounts performed a financial analysis of the Parks with specific emphasis placed on Kentucky State Resort Parks (Resort Parks). To conduct the analysis, financial data was extracted from the current and previous statewide accounting systems for fiscal years 2000 through 2007. The Commerce Cabinet Secretary, Commissioner of Parks, and Parks management were presented with this data analysis to

assist with management decision making to maximize the cost effectiveness and economic benefit of Kentucky's Park system.

In addition to analyzing the revenues and expenditures, we specifically examined:

- Expenditures related to salaries and wages for Parks as a whole.
- Revenues and expenditures identified by activity categories for Resort Parks. The activity categories include:
 - Gift Shops/Grocery
 - Dining Room
 - Golf Course
 - Resort Rooms
 - Undistributable
 - Maintenance
 - Administration

Kentucky Department of Parks Summary of Financial Analysis

Excluding the Capital Projects Fund, for fiscal years 2000 through 2007, Parks expenditures increased by \$10.8 million to \$88.2 million in FY 2007. Parks revenues increased \$6.8 to \$57.1 million in FY 2007. During this time period, Parks net loss increased 14 percent to \$31 million in FY 2007. General Fund appropriations for the eight-year period increased 1.9 percent.

The Capital Projects Fund revenues increased significantly in fiscal years 2005 and 2006, while Capital Projects Fund expenditures experienced significant increases in fiscal years 2006 and 2007. The Capital Projects Fund revenues increased from approximately \$14.6 million in FY 2004 to about \$31.8 million in FY 2005 and \$61.4 million in FY 2006. Capital Projects Fund expenditures increased from approximately \$6.6 million in FY 2005 to about \$12.5 million in FY 2006 and \$110.7 million in FY 2007.

The primary revenue for Parks during this eight-year period was accounted for as Department Sales Fees and Rental, Operating Transfers In, and Proceeds from the Sale of Bonds. The significant expenditures for this eight-year period were Salaries and Wages, Fringe Benefits, General Construction, Items for Resale, and Operating Transfers Out.

Kentucky State Resort Parks Summary of Financial Analysis

Excluding the Capital Projects Fund, Resort Parks revenues increased 5 percent and expenditures increased 28.2 percent from FY 2000 through FY 2007. The Capital Projects Fund revenues and expenditures had no significant activity until FY 2007. The Capital Projects Fund revenues were \$39.1 million in FY 2007 with expenditures of \$23.7 million.

The Resort Parks' revenues and expenditures were also analyzed by activity categories. The following is a summary of the activities that generate revenues and expenditures:

- Gift Shops/Grocery revenues decreased 23.5 percent while expenditures decreased 9.6 percent from FY 2000 through FY 2007. This activity's net profit of \$605,660 in FY 2000 decreased 87.1 percent to \$78,008 in FY 2007.
- Dining Room revenues increased 2.2 percent while expenditures increased 16.9 percent from FY 2000 through FY 2007. This activity had a net profit of \$95,555 in FY 2000 but significantly declined to a net loss of \$1.9 million in FY 2007.

In addition to data extracted from the statewide accounting system, Parks provided information related to the number of meals served. From FY 2003 to FY 2007, the total meals served decreased by 88,885 or 6.9 percent. The cumulative profit/loss per meal served at all Resort Parks per year decreased from a profit of \$.03 per meal in FY 2000 to a loss of \$1.60 per meal in FY 2007.

- Golf Course revenues increased 16.7 percent while expenditures increased 49.7 percent from FY 2000 through FY 2007. This activity had a net profit of \$184,102 in FY 2000 but realized a net loss of \$696,382 in FY 2007.

A further analysis of all Kentucky golf courses under Parks management found that over the eight-year period, revenues increased by 31.7 percent compared to an 81.4 percent increase in expenditures. Rounds played at Parks' 18-hole courses decreased approximately 2,700 from FY's 2000 to 2007 though five courses were added. For the seven courses operating in FY's 2000 and 2007, rounds played decreased 67,383.

- Resort Room revenues increased 9.5 percent while expenditures increased 17.1 percent from FY 2000 through FY 2007. This activity's net profit of \$15.1 million in FY 2000 increased 8 percent to \$16.3 million in FY 2007.

Based on information provided by Parks, the average price for each Resort Park ranged from approximately \$42 - \$62 in FY 2000 and \$60 - \$94 in FY 2007. The number of occupied units at Resort Parks decreased 11.92 percent or 29,629 units from FY 2000 through FY 2007, while available units declined 4.31 percent. The resulting average revenue per occupied unit increased 24.28 percent for this time period. Therefore, the increase in Resort Room revenues appears to be due to an increase in room rates rather than occupancy.

Resort Park activities that primarily only generated expenditures over the eight-year period are summarized as follows:

- Undistributable expenditures increased 29.5 percent;
- Maintenance expenditures increased 12.4 percent; and,
- Administration expenditures increased 19.5 percent.

Conclusion

The overall trend for Parks and Resort Parks indicate that expenditures are increasing at a higher rate than revenues. Historic financial data indicates that certain Resort Park activities initially operated at a profit or close to break-even, subsequently, financial trends resulted in these activities operating at a decreased profit margin or at a loss. Parks should use this data analysis as well as other quantitative research to establish benchmarks and to provide a basis for sound management decisions. In the strategic plan, Parks should at a minimum address the following:

- Identify funding sources that can be used to effectively market and advertise Parks facilities and activities such as golf courses and lodging.
- Develop through research and analysis a comprehensive room rate structure to maximize the economic impact of lodging. This may include package pricing, special, and seasonal rates.
- Evaluate the price structure, marketing, and advertising of other activities, including golfing and dining, to maximize participation and economic benefit.
- Review all existing vendor contracts to determine whether contract costs could be reduced or eliminated.
- Evaluate the approach taken to renovate lodging rooms and dining facilities to minimize the negative economic impact construction has on Parks.

Financial Data Analysis of the Kentucky Department of Parks

Introduction

The Performance Audit Division of the Auditor of Public Accounts has performed an analysis of certain financial data of the Kentucky Department of Parks (Parks) with specific emphasis placed on Kentucky State Resort Parks (Resort Parks). We received information from Parks related to Resort Parks that included financial information for fiscal year (FY) 2007 and information related to lodging rates, lodging occupancy, and dining room meals served for various years.

The decision was made to expand our initial period of analysis and to present to the new administration potential areas for further review. Therefore, with assistance from our Information Technology Audit Branch, Parks financial data was extracted from the current and previous statewide accounting systems from fiscal years 2000 through 2007. The information was originally extracted for Parks in total and then further categorized to include only those transactions related to the Resort Parks.

In addition to analyzing the revenues and expenditures, we decided to specifically examine:

- Expenditures related to salaries and wages for Parks as a whole.
- Revenues and expenditures identified by activity categories for the Resort Parks. The activity categories include:
 - Gift Shops/Grocery
 - Dining Room
 - Golf Course
 - Resort Rooms
 - Undistributable
 - Maintenance
 - Administration

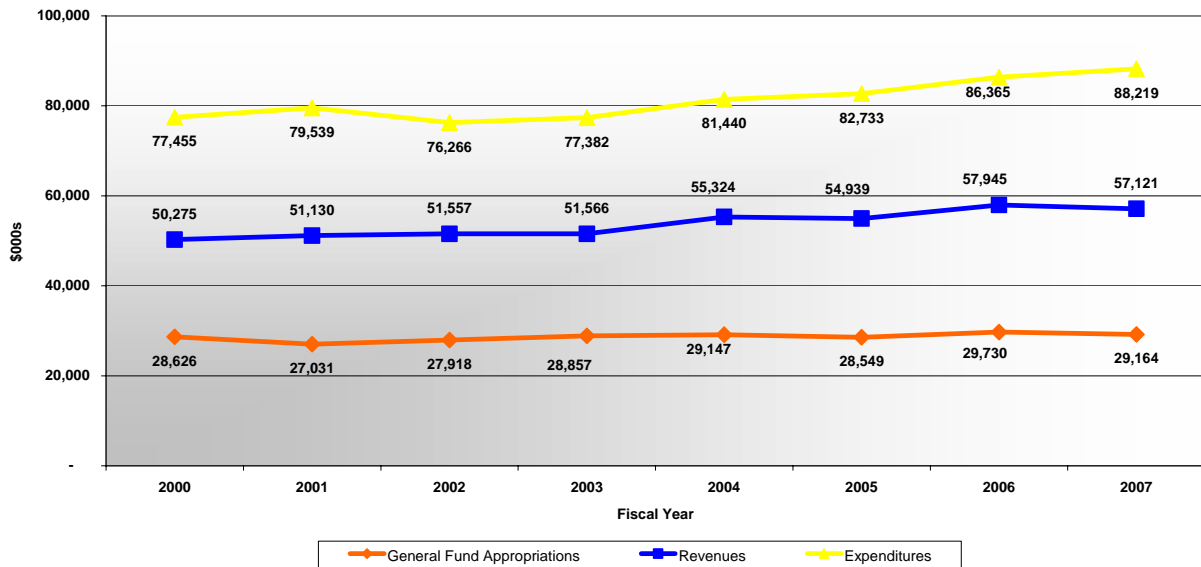
This report was structured to present the analysis of revenues and expenditures, including salary and wages for Parks, followed by a more focused analysis of Resort Park activities. Within each area presented, we identified any trends or unusual items that came to our attention during this analysis. This report further identifies additional opportunities for review at Parks and at Resort Parks.

Kentucky Department of Parks Financial Analysis

Analysis of Revenues, General Fund Appropriations, and Expenditures

As shown in Graph 1 below, from FY 2000 through FY 2007, Parks expenditures increased by \$10.8 million or 13.9 percent to \$88.2 million in FY 2007. Parks revenues, excluding revenue from the Capital Projects Fund realized an increase of \$6.8 million or 13.6 percent to \$57.1 million in FY 2007. General Fund appropriations for the eight-year period increased slightly from \$28.6 million in FY 2000 to a high of \$29.7 million in FY 2006. While in FY 2007 \$29.1 million was appropriated from the General Fund, these appropriations increased only 1.9 percent from FY 2000 to FY 2007. During FY 2008, Parks requested and received a \$5 million supplemental appropriation to meet its obligations for the current fiscal year.

Graph 1: Kentucky Department of Parks
Revenues, General Fund Appropriations, and Expenditures
[Exclusive of Capital Projects Fund]



Analysis of Revenues

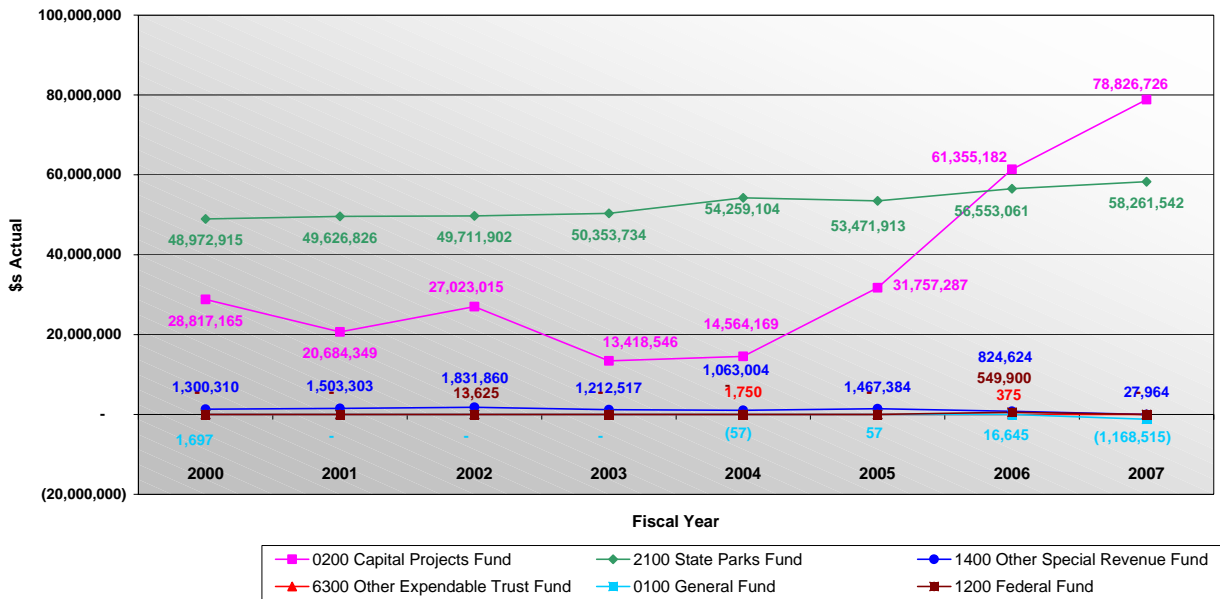
When reviewing the revenues for Parks by Fund Type (see Graph 2 below) over this time period, two funds comprised approximately 98 percent of all revenues for Parks: State Parks Fund and Capital Projects Fund.

The State Parks Fund revenues increased gradually from \$49 million in FY 2000 to \$58.3 million in FY 2007, reflecting an overall increase of 19 percent over the eight-year period.

The Capital Projects Fund revenues had an overall decrease between FY 2000 and FY 2004 and then began to increase significantly in FY's 2005 and 2006. Specifically, the revenues from the Capital Projects Fund ranged from a low in FY 2003 of \$13.4 million to a high in FY 2007 of \$78.8 million. The Capital Projects Fund revenues for FY 2007 reflected an increase of 174 percent from FY 2000.

The main sources of revenue for this eight-year period were accounted for as Department Sales Fees & Rental, Operating Transfers In, and Proceeds from the Sale of Bonds. While Department Sales Fees & Rental revenue was relatively flat and consistent with only a 16.1 percent increase for this period, Operating Transfers In and Proceeds From Sale of Bonds fluctuated dramatically over this period. In FY 2006, Proceeds From the Sale of Bonds was at its highest at \$37.5 million but there were four fiscal years, including FY 2007, that did not have any revenue from this source. Operating Transfers In increased 160.3 percent from \$30.7 million in FY 2006 to \$80 million in FY 2007, \$71.6 million was provided by an intrafund transfer of bond proceeds.

**Graph 2: Kentucky Department of Parks
Revenues by Fund Type**



Analysis of Expenditures

When reviewing the expenditures for Parks by Fund Type (see Graph 3 below) over this time period, four funds made up nearly all of the expenditures for Parks: State Parks Fund, General Fund, Capital Projects Fund, and Other Special Revenue Fund.

The State Parks Fund expenditures increased gradually from \$47.6 million in FY 2000 to \$59 million in FY 2007, reflecting an overall increase of 24 percent over the eight-year period. The General Fund expenditures were fairly stagnant, starting in FY 2000 at \$28.6 million and ending in FY 2007 at \$29.2 million, reflecting only an overall increase of 1.9 percent over the eight-year period.

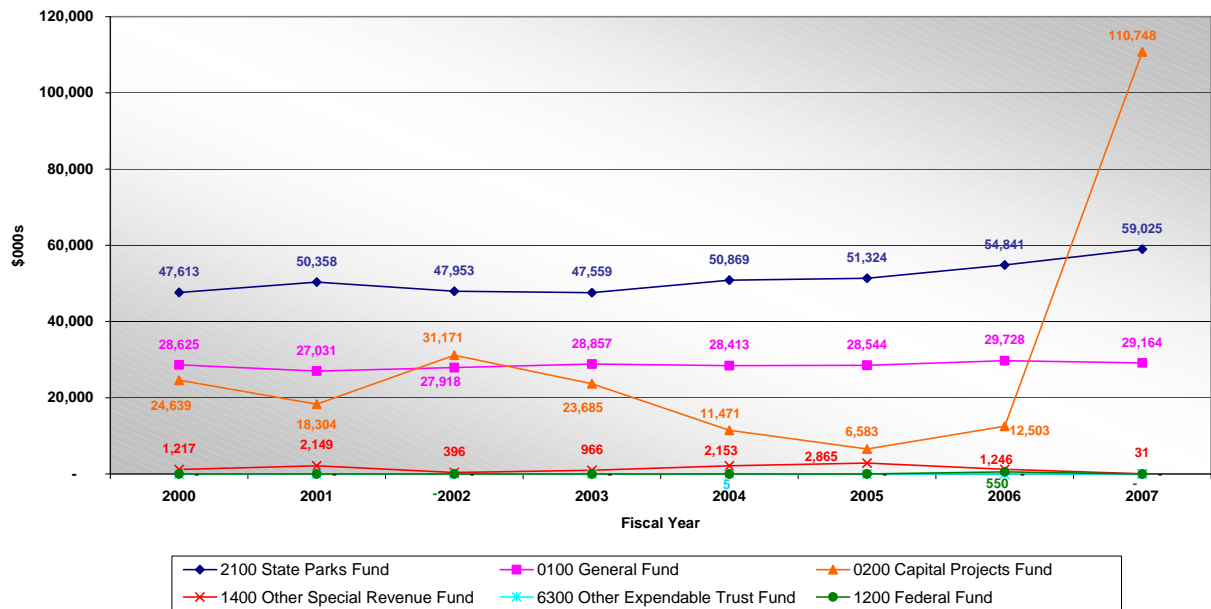
The Capital Projects Fund expenditures decreased from \$24.6 million in FY 2000 to a low in FY 2005 of \$6.6 million. These expenditures then increased in FY 2006 to \$12.5 million and \$110.7 million in FY 2007. The Capital Projects Fund expenditures reflected an increase of 349.5 percent from FY 2000 to FY 2007.

The Other Special Revenue Fund expenditures were sporadic during the time period, starting in FY 2000 at \$1.2 million, reaching a high in FY 2005 of \$2.9 million, and ending in FY 2007 at \$30.8 thousand, reflecting an overall decrease of 97.5 percent from the beginning of the eight-year period.

During the eight years reviewed, the composition of expenditures among the funds showed that between 45 percent and 57 percent of expenditures were being paid out of the State Parks Fund through FY 2006. In FY 2007, the Capital Projects Fund became the primary expenditure source with 55.7 percent of total expenditures.

The main sources of expenditures for this eight-year period were Salaries and Wages and Fringe Benefits; General Construction; and Items for Resale. Salaries and Wages and Fringe Benefits expenditures have increased consistently through FY 2007 by 21.8 percent. General Construction has fluctuated dramatically over the eight-year period. In FY 2007, General Construction was at its highest at \$26.3 million reflecting a 58.1 percent increase from FY 2000. Items for Resale expenditures were \$10.1 million in FY 2007 increasing 19.7 percent from FY 2000. In addition, the expenditures associated with Operating Transfer Out increased dramatically from \$3.2 million in FY 2006 to \$74.8 million in FY 2007.

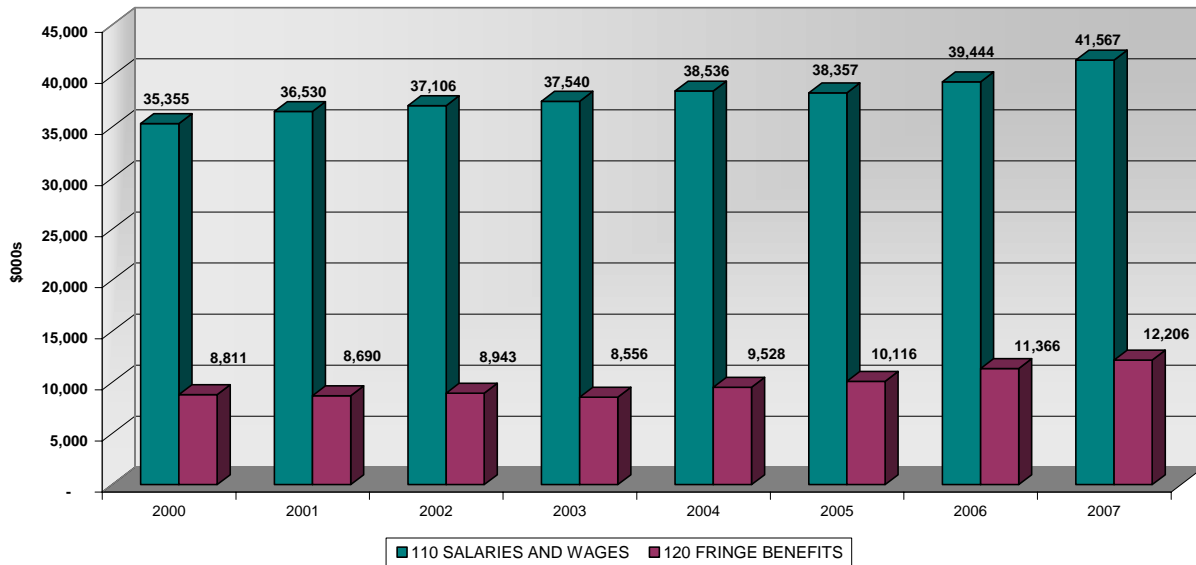
Graph 3: Kentucky Department of Parks
Expenditures by Fund Type



Analysis of Salaries and Wages Expenditures

Through analyzing at Object Class 110 within the State’s accounting systems, we were able to identify those transactions related to the “Salaries and Wages” for Parks. During the eight-year period, the Salaries and Wages for Parks had steadily increased from \$35.4 million in FY 2000 to \$41.6 million in FY 2007 (see Graph 4 below), reflecting a 17.6 percent increase from FY 2000. Within FY 2000 through FY 2006, Salaries and Wages accounted for approximately 34.5 percent to 42.9 percent of total expenditures. In FY 2007, this percentage dropped to 20.9 percent, due to the significant increase in capital project expenditures during that year.

**Graph 4: Kentucky Department of Parks
Expenditures Associated With Object Class 110 - Salaries and Wages
And Object Class 120 - Fringe Benefits**

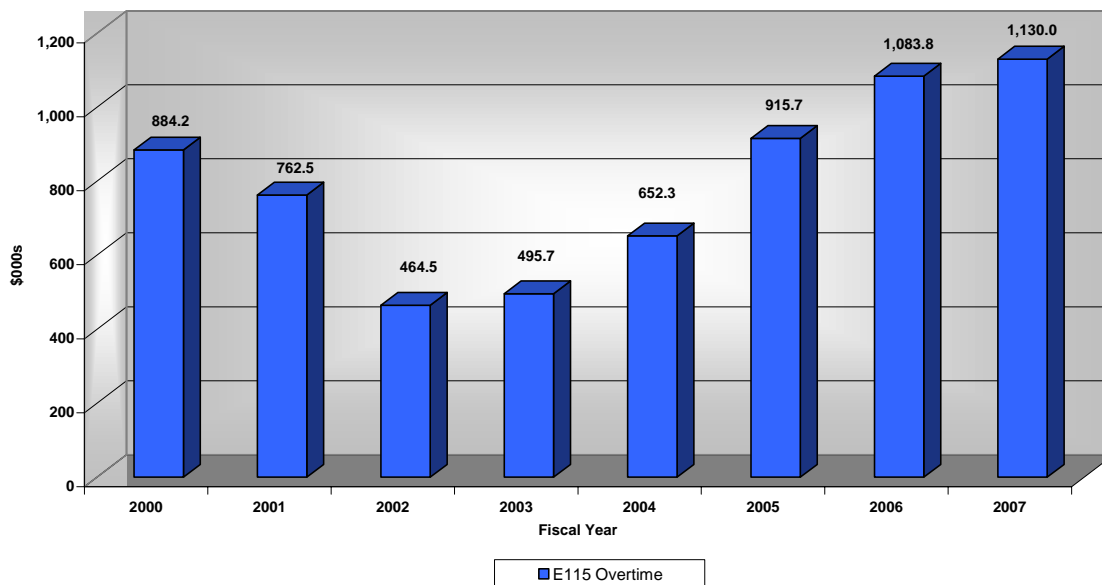


Analysis of Overtime and Block 50 Expenditures

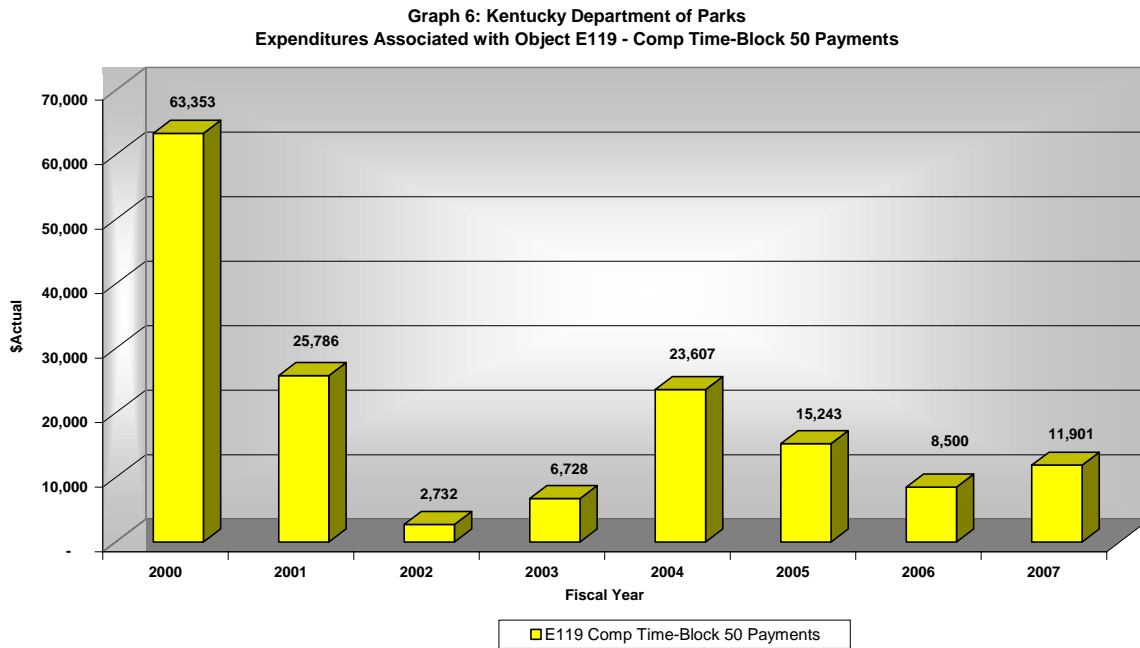
Salaries and Wages expenditures, such as Overtime or Compensatory Time Block 50 payments to employees, were analyzed. Information was extracted from the State's accounting systems to determine the expenditures associated with these two areas for the eight-year period (see Graph 5 and 6 below).

A review of this information found that Overtime expenditures decreased from \$884,116 in FY 2000 to a low of \$464,471 in FY 2002. These expenditures then began to steadily increase to a high of \$1.1 million in FY 2007. The largest increase in Overtime expenditures occurred between FY 2004 and FY 2005, with an increase of \$263,453. For the last two fiscal years reviewed, Overtime has made up 2.7 percent of total Salaries and Wages.

**Graph 5: Kentucky Department of Parks
Expenditures Associated with Object E115 - Overtime**



The largest amount of Block 50 expenditures for Parks was in FY 2000, when there were \$63,353 in payments made. Since that time, Block 50 expenditures have significantly decreased with a low of \$2,731 in FY 2002 and ending with \$11,901 in FY 2007.

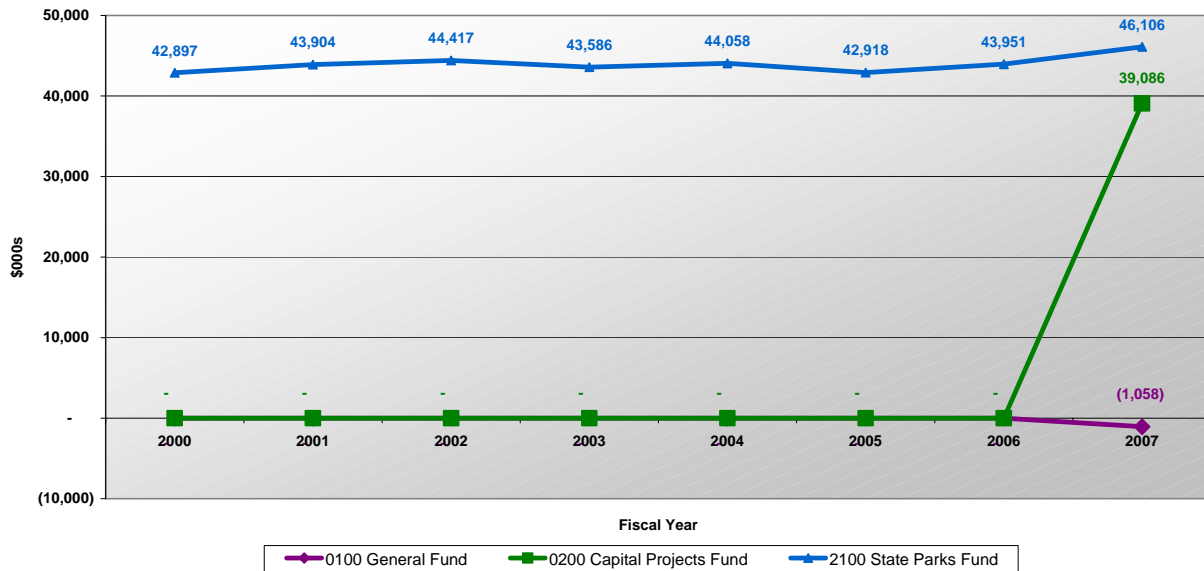


Kentucky State Resort Parks Financial Analysis

Analysis of Revenues

For the fiscal years 2000 through 2006, the State Parks Fund was the sole source of revenue for the Resort Parks (see Graph 7 below). These revenues fluctuated slightly from \$42.9 million and \$44.4 million during the seven years. In FY 2007, overall Resort Parks' revenues increased to \$84.1 million from \$44 million. This increase was caused by a slight rise in the State Parks Fund to \$46.1 million, a \$39.1 million in funding from the Capital Projects Fund, and a transfer out of \$1.1 million to the General Fund.

Graph 7: Kentucky State Resort Parks
Revenues by Fund Type



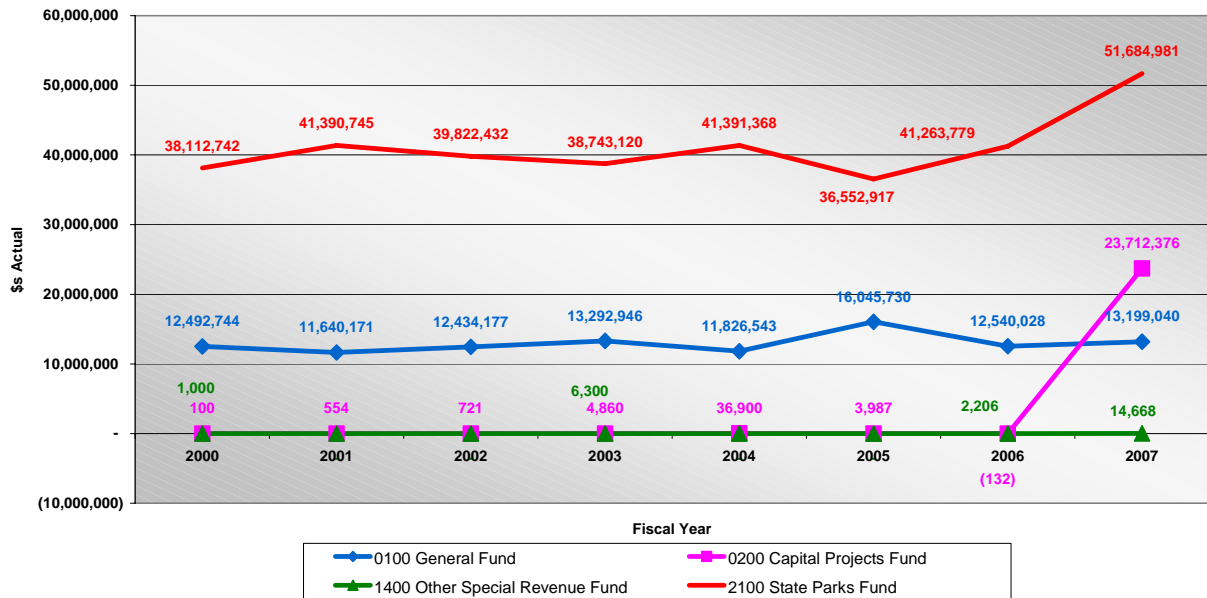
Analysis of Expenditures

In FY 2000, (see Graph 8 below), expenditures associated with the State Parks Fund was \$38.1 million. This amount increased in FY 2001, slightly decreased in fiscal years 2002 and 2003, and increased again in FY 2004 before falling to its lowest expenditure amount of \$36.6 million in FY 2005. Expenditures within this fund then increased \$4.7 million in FY 2006 and an additional \$10.4 million in FY 2007.

The expenditures in the General Fund fluctuated between \$11.6 million and \$13.3 million during seven of the eight years. In FY 2005, the General Fund expenditures reached a high of \$16.0 million.

The State Parks Fund and the General Fund made up nearly all of the expenditures for fiscal years 2000 through 2006. In FY 2007, the Capital Projects Fund, which to this point had only minimal amounts recorded, had a dramatic expenditure increase of \$23.7 million. This amount in conjunction with the increase of \$10.4 million in State Parks Fund expenditures make up 98.1 percent of the \$34.8 million increase in expenditures from FY 2006 to FY 2007.

Graph 8: Kentucky State Resort Parks Expenditures by Fund Type



Analysis of Activities by Category

The Resort Parks used a Transaction Activity Code to further allocate revenues and expenditures to more specific activities that take place at the individual parks beyond the broad based object and revenue source codes available in the statewide accounting system.

To make this analysis usable and consistent, 16 high-level categories were developed to combine similar activities. A determination was made to further analyze seven of the most significant activity categories. Table 1 identifies the individual activities included in the activity categories discussed in this report.

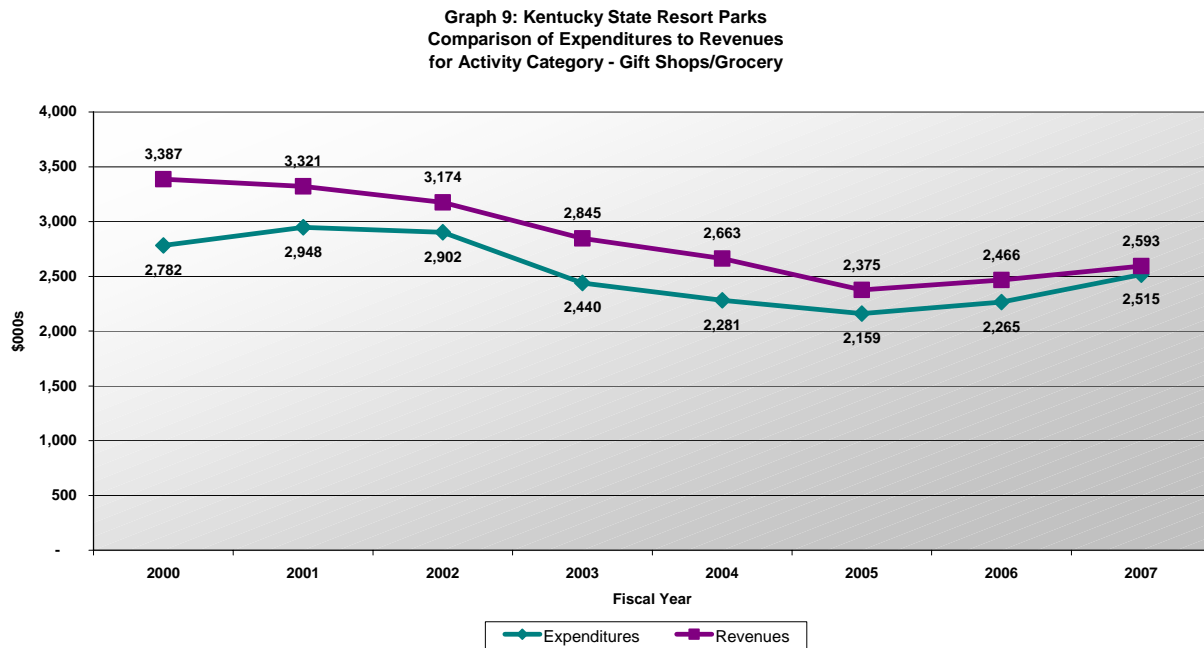
Table 1: Activity Category Composition

Activity Category	Composition of Activity Category
Gift Shops/Grocery	Independent Gift Shop, Lodge Gift Shop, Combination Gift Shop #1 and #2, Grocery #1 and #2
Dining Room	Dining Room Preparation, Dining Room Sales and Service
Golf Course	Golf Course Maintenance, Golf Pro Shop 18 Hole, Golf Pro Shop 9 Hole, Golf Pro Shop Par 3, Golf Driving Range
Resort Rooms	Front Desk
Undistributable	Undistributable
Maintenance	Maintenance, Trail Maintenance
Administration	Administration, Employee Housing, Rangers

Source: Auditor of Public Accounts

Analysis of Gift Shops/Grocery Revenues and Expenditures

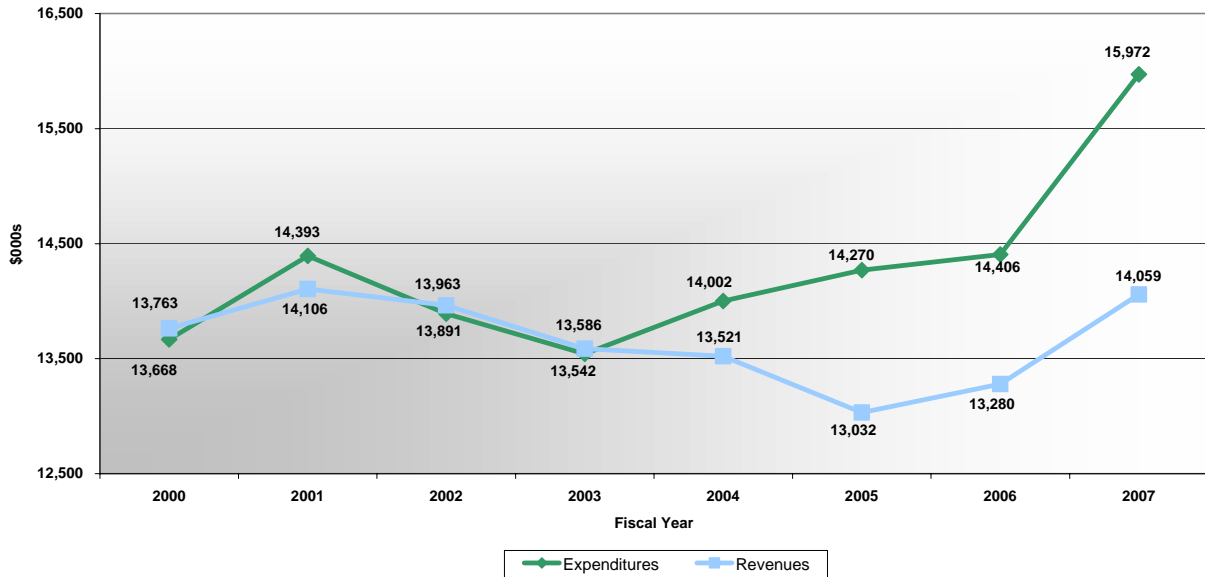
As demonstrated in Graph 9 below, the highest net profit realized from the Gift Shops/Grocery category was \$605,660 in FY 2000. From FY 2001 to FY 2005, both the revenues and expenditures decreased steadily, along with net profits, except for FY 2003, when net profits increased to \$405,364. Beginning in FY 2006, revenues and expenditures increased. However, expenditures outpaced revenues resulting in a decrease of net profit in each year. The net profit in FY 2007 was \$78,008, an 87.1 percent decrease from FY 2000. If costs are not contained or revenues are not increased, expenditures may soon exceed revenues.



Analysis of Dining Room Revenues and Expenditures

For the first four years in this review as shown on Graph 10 below, the Dining Room category revenues and expenditures were very close to the break-even point. However, beginning in FY 2004, the expenditures began to increase at a faster rate than the revenues. This trend caused a net loss in FY 2004 of \$481,326 that increased to a net loss of \$1.9 million in FY 2007.

**Graph 10: Kentucky State Resort Parks
Comparison of Expenditures to Revenues
for Activity Category - Dining Room**



Parks provided additional information regarding the number of meals served at Resort Parks. This information allowed for an expanded analysis of the Dining Room category. Table 2 below illustrates that, between FY 2003 and FY 2007, the total number of meals served decreased by 88,885, or 6.9 percent of the 1,283,784 meals served in FY 2003.

**Table 2: Kentucky State Resort Parks
Number of Meals Served**

Fiscal Year	Number of Meals Served
2003	1,283,784
2004	1,259,561
2005	1,224,456
2006	1,244,091
2007	1,194,899

Source: Kentucky Department of Parks

An analysis was performed to calculate the profit/loss for each meal served by dividing the amount of revenue less expenditures in the Dining Room category by the number of meals served for each Resort Park. Table 3 illustrates the profit/loss per meal for Resort Parks in total for FY 2003 to FY 2007. The only year Resort Parks earned a cumulative profit on meals served was FY 2003.

**Table 3: Kentucky State Resort Parks
Profit/Loss Per Meal Served**

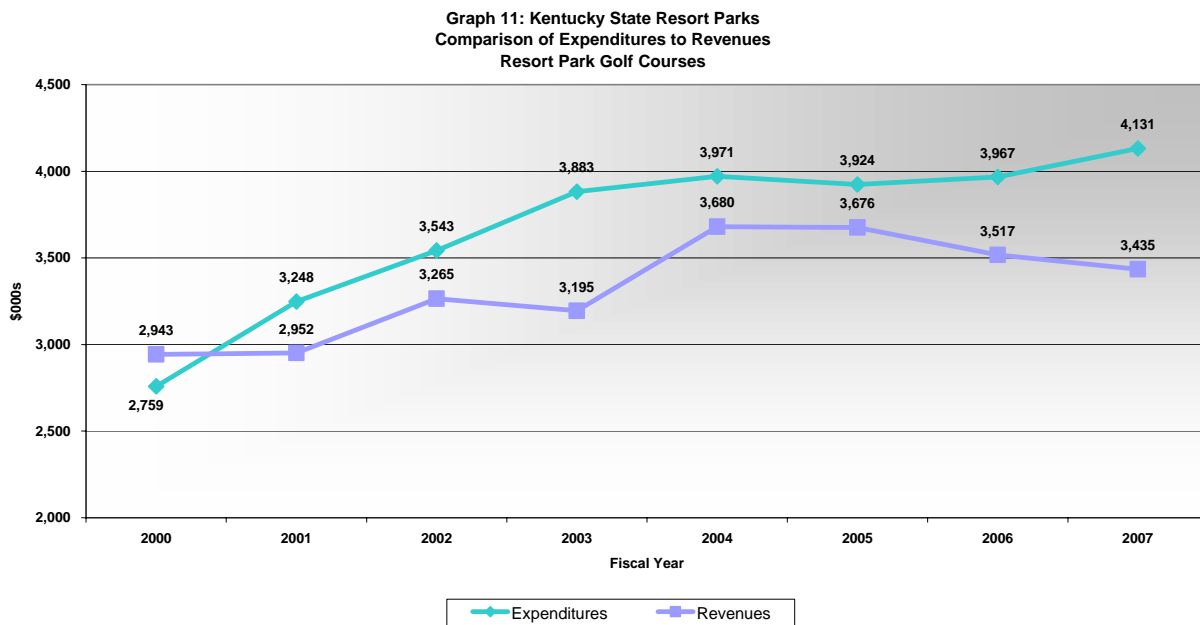
Fiscal Year	Profit/Loss Per Meal
2003	0.03
2004	(0.38)
2005	(1.01)
2006	(0.91)
2007	(1.60)

Source: Auditor of Public Accounts based on information provided by the Kentucky Department of Parks

Analysis of Golf Course Revenues and Expenditures

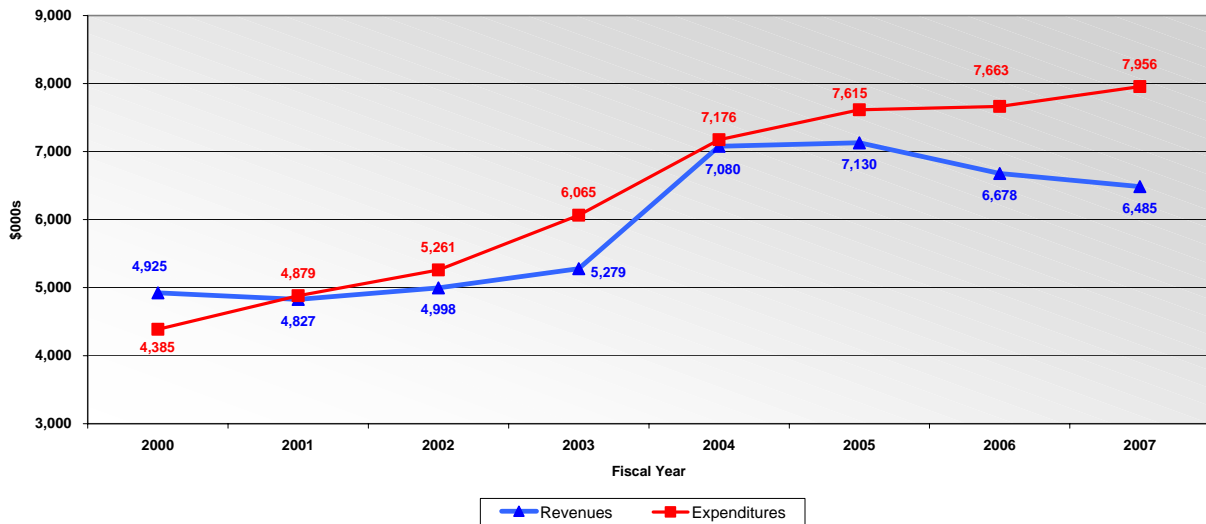
During the eight-year period, FY 2000 was the only year in which golf course revenues exceeded expenditures (see Graph 11 below). Expenditures steadily increased over the eight years from \$2.8 million in FY 2000 to \$4.1 million in FY 2007, reflecting an overall increase of 49.7 percent. Revenues rose in a sporadic fashion from \$2.9 million in FY 2000 to a high of \$3.7 million in FY 2004. However, from FY 2005 through FY 2007 the revenues steadily decreased to \$3.4 million.

As noted above, the Golf Course category has shown a net loss position in all but FY 2000. The highest net losses occurred in FY 2003 and FY 2007, \$687,452 and \$696,382, respectively. The recent trend appears to indicate that expenditures are increasing and revenues continue to decline.



The analysis of the Golf Course category was expanded to include all golf courses under Parks management, not just Resort Parks. During the eight-year period, FY 2000 remained the only year in which golf course revenues exceeded expenditures (see Graph 12 below). In FY 2001 and FY 2004, golf expenditures exceeded revenue by \$52,000 and \$96,000, respectively. By FY 2007, golf expenditures exceeded revenue by almost \$1.5 million. Golf expenditures increased each of the eight years from approximately \$4.4 million in FY 2000 to \$8 million in FY 2007, reflecting an overall increase of 81.4 percent. Revenues were \$4.9 million in FY 2000 and increased significantly in FY 2004 to \$7.1 million. Starting in FY 2005, revenues steadily decreased to approximately \$6.5 million in FY 2007. Over the eight-year period, revenues increased 31.7 percent compared to the 81.4 percent increase in expenditures.

**Graph 12: Kentucky Department of Parks
Comparison of Expenditures to Revenues
All Golf Courses**



Accounting for closing one golf course in FY 2007 for renovation, the rounds of golf played at 18-hole golf courses decreased by approximately 2,700 from FY 2000 to FY 2007 though the number of golf courses increased from eight to 13. The rounds of golf played at the seven golf courses in operation in both FY 2000 and FY 2007 declined by 67,388 over the same period.

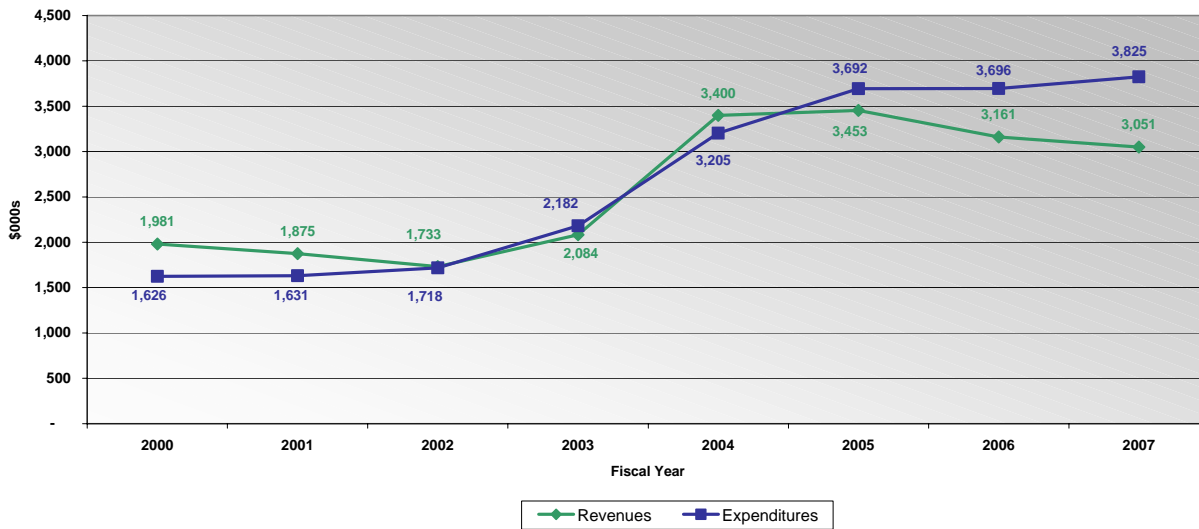
**Table 4: Kentucky Department of Parks
18-Hole Golf Courses
Number of Rounds Played and Courses in Operation**

	2000	2001	2002	2003	2004	2005	2006	2007
Rounds Played	197,273	186,276	186,296	208,168	226,468	214,257	204,695	181,580
Courses in Operation	8	9	9	13	13	13	13	12

Source: Kentucky Department of Parks

For further analysis, Resort Parks' golf courses were excluded to determine the performance of Park's other golf courses. During the eight-year period, golf revenues exceeded expenditures in FY's 2000 through 2002, and again in FY 2004 (see Graph 13 below). In FY 2003, revenue from golf, excluding Resort Park golf courses, was within \$98,000 of golf expenditures. However, revenues started to decline after FY 2005, while expenditures remained relatively constant. Over the eight-year period, expenditures increased 135 percent from \$1.6 million to \$3.8 million, while revenues increased 54 percent from approximately \$2 million to \$3.1 million. By FY 2007, expenditures for these golf courses exceeded the revenues generated by \$774,000.

**Graph 13: Kentucky Department of Parks
Comparison of Expenditures to Revenues
Non-Resort Park Golf Courses**

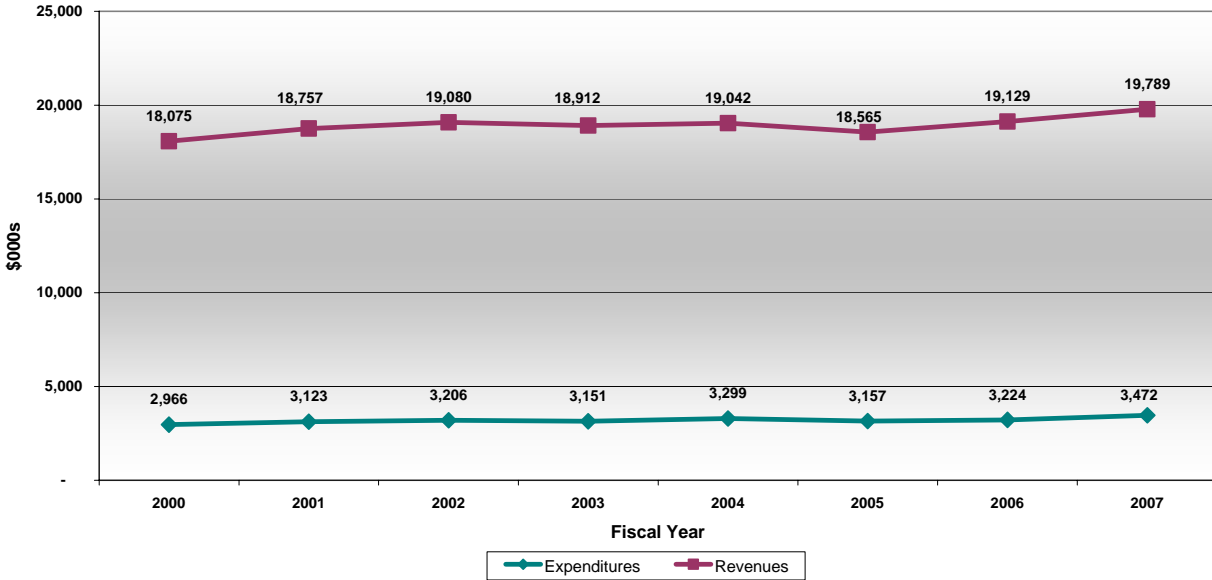


Analysis of Resort Rooms Revenues and Expenditures

For the eight-year period reviewed, the revenues and expenditures related to the Resort Rooms category were relatively flat (see Graph 14 below). The revenues ranged from \$18 million to \$19.8 million. The largest annual revenue increase of \$681,995 occurred between FY 2000 and FY 2001. Except in FY 2007, the Resort Rooms category was the top revenue generating activity category. The expenditures ranged from \$2.9 million to \$3.5 million. The largest annual expenditure increase of \$248,650 occurred between FY 2006 and FY 2007.

Table 5 below illustrates the lowest and the highest lodge room rates for Resort Parks in the years 2000 through 2007. Except for 2006, the average low and average high lodge rates increased. The most significant increase in room rates, over 23 percent, occurred in 2007. Given this increase in rates, a higher increase in Resort Rooms revenue would be anticipated if occupancy and the number of rooms available remained the same.

Graph 14: Kentucky State Resort Parks
Comparison of Expenditures to Revenues
for Activity Category - Resort Rooms



**Table 5: Kentucky State Resort Parks
Lowest and Highest Room Rates For Resort Parks For Years 2000-2007**

Year	Average Price Based on the Lowest Lodge Rate for All Resort Parks	Average Percent Change Based on Average Low Price	Average Price Based on the Highest Lodge Rate for All Resort Parks	Average Percent Change Based on Average High Price
2000	\$42.00		\$62.06	
2001	\$42.35	0.84%	\$63.88	2.93%
2002	\$42.35	0.00%	\$64.82	1.47%
2003	\$43.30	2.24%	\$66.07	1.92%
2004	\$43.36	0.14%	\$68.13	3.12%
2005	\$46.36	6.92%	\$73.13	7.34%
2006	\$48.42	4.44%	\$72.66	-0.64%
2007	\$59.95	23.81%	\$94.36	29.87%

Source: Auditor of Public Accounts based on information provided by the Kentucky Department of Parks

Analysis of Resort Park Occupancy

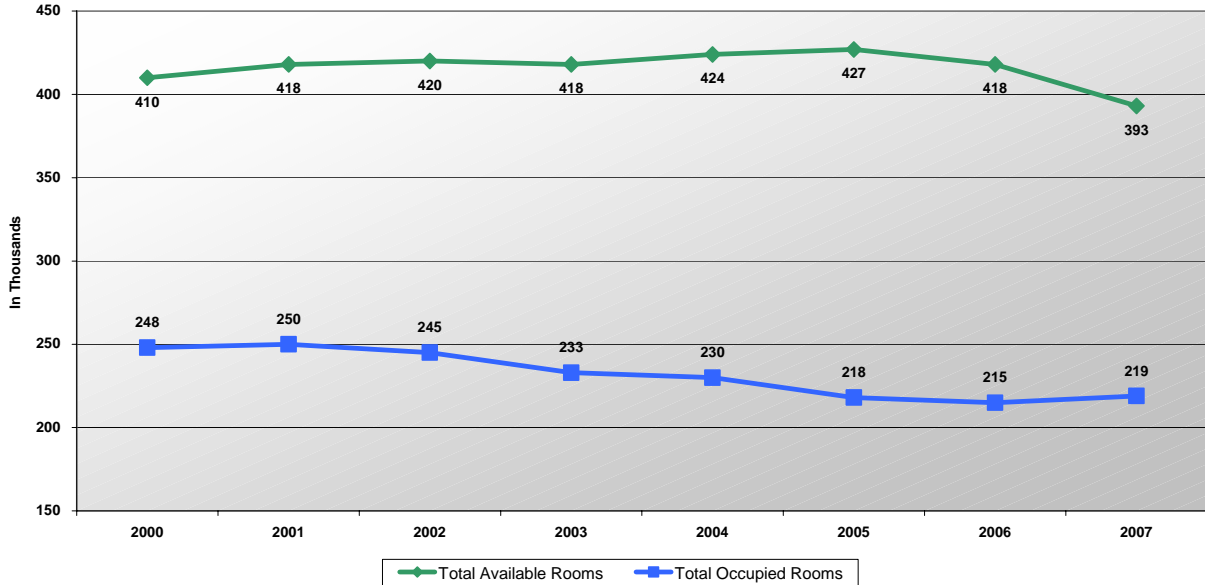
The number of occupied units at Resort Parks decreased 11.92 percent or 29,629 units from FY 2000 through FY 2007, while available units declined 4.31 percent. The resulting average revenue per occupied unit increased 24.28 percent for this time period. Therefore, the increase in Resort Room revenues appears to be due to an increase in room rates rather than occupancy. Table 6 illustrates how the revenue from accommodations has increased while available and occupied units have decreased during this eight-year period.

Table 6: Kentucky State Resort Parks Accommodation Availability and Occupancy
 "Units" represent a combination of Lodge Rooms and Cottages
 2000-2007

Fiscal Years	Total Revenue	Total Available Units	Total Occupied Units	Avg. Revenue per Occ. Unit
2000	18,192,728	410,251	248,485	\$73.21
2001	18,859,833	417,654	250,155	\$75.39
2002	19,185,878	420,412	244,668	\$78.42
2003	19,019,279	418,119	232,908	\$81.66
2004	19,144,307	423,801	230,175	\$83.17
2005	18,659,964	427,230	218,167	\$85.53
2006	19,248,386	418,031	215,023	\$89.52
2007	19,913,278	392,551	218,856	\$90.99
Percentage Change from 2000 to 2007	9.46%	-4.31%	-11.92%	24.28%

Source: Auditor of Public Accounts based on information provided by the Kentucky Department of Parks

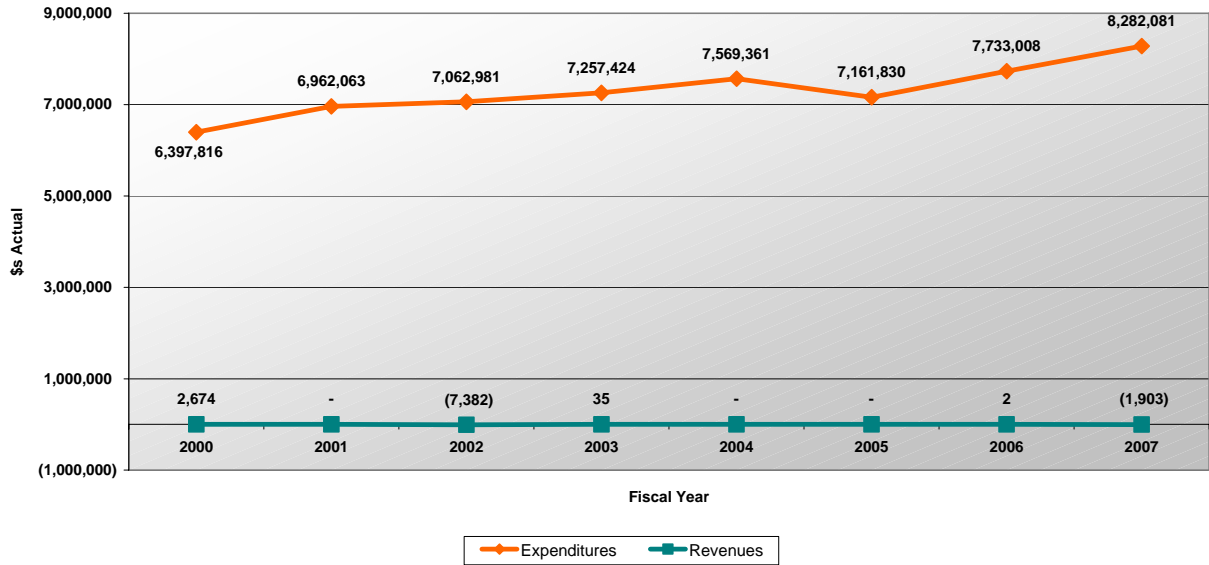
Graph 15: Kentucky State Resort Parks
 Comparison of Rooms Available to Rooms Occupied
 Includes Lodge Rooms and Cottages



Analysis of Undistributable Revenues and Expenditures

As shown on Graph 16, the revenues attributed to the Undistributable category are negligible but significant expenditures are associated with this category. These expenditures were not allocated to individual Resort Park activities such as, electricity, water and sewage, garbage collection, and telephone charges. Expenditures have increased 29.5 percent since FY 2000. Except in FY 2000 and FY 2007, the Undistributable category was the second largest expenditure activity category.

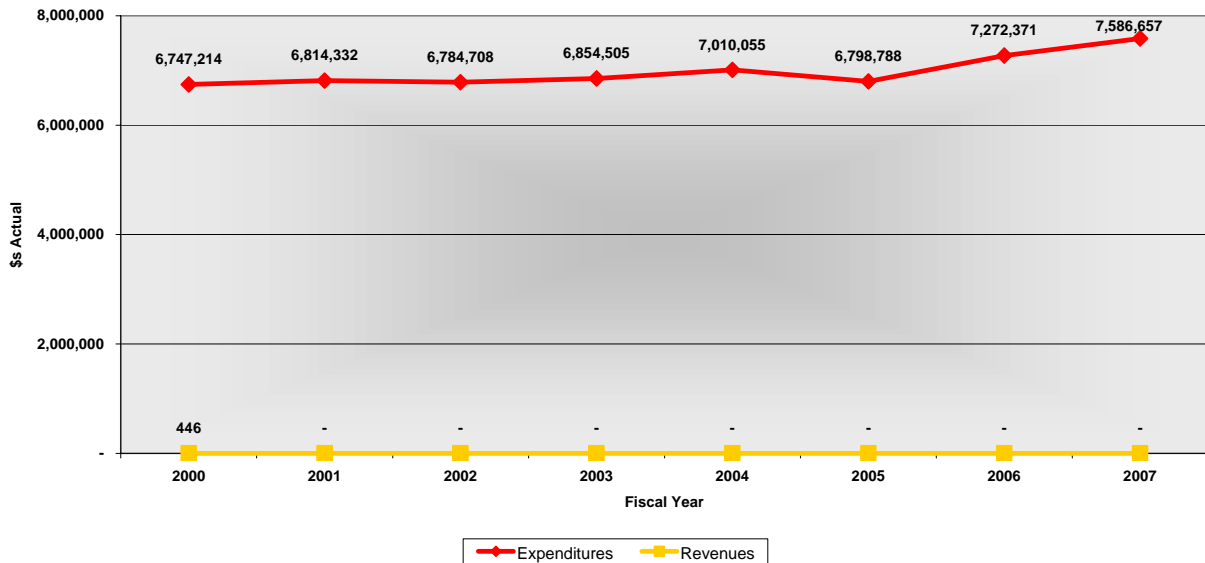
**Graph 16: Kentucky State Resort Parks
Comparison of Expenditures to Revenues
for Activity Category - Undistributable**



Analysis of Maintenance Revenues and Expenditures

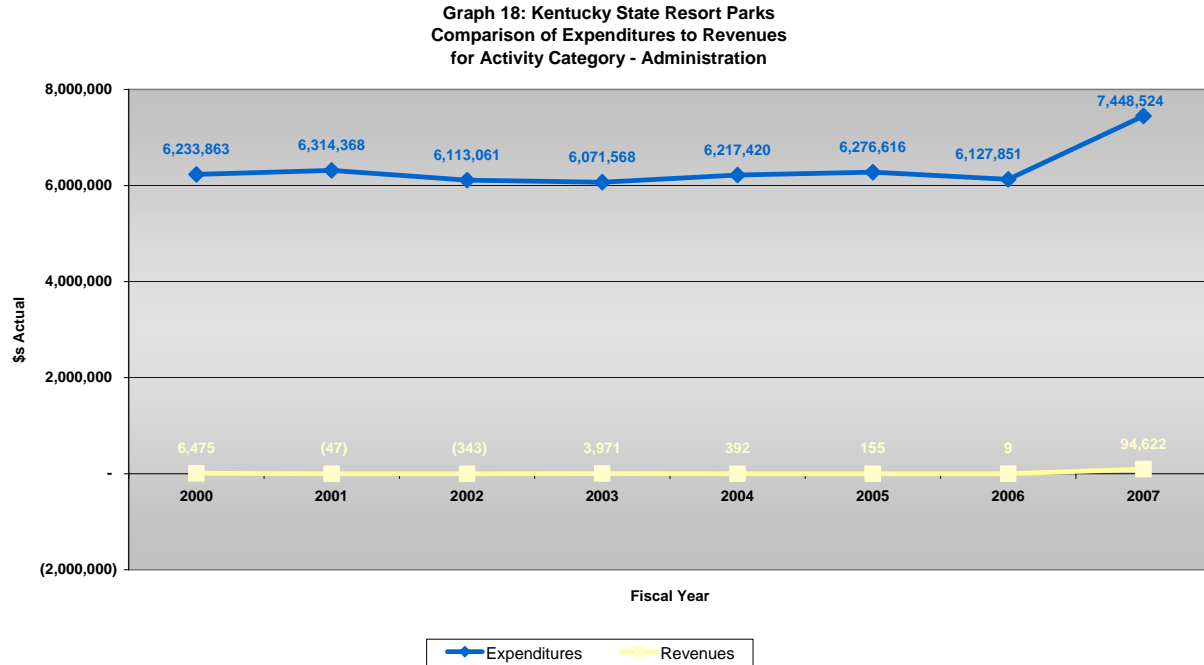
As shown on Graph 17, the revenues attributed to the Maintenance category are negligible but expenditures in this category have increased 12.4 percent from FY 2000. Except in FY 2000 and FY 2007, the Maintenance activity category was the third largest expenditure.

**Graph 17: Kentucky State Resort Parks
Comparison of Expenditures to Revenues
for Activity Category - Maintenance**



Analysis of Administration Revenues and Expenditures

As shown on Graph 18, Administration category expenditures remained fairly consistent between FY 2000 and FY 2006, then increased 21.6 percent in FY 2007.



Conclusion

The overall trend for Parks and Resort Parks indicate that expenditures are increasing at a higher rate than revenues. Historic financial data indicates that certain Resort Park activities initially operated at a profit or close to break-even, subsequently, financial trends resulted in these activities operating at a decreased profit margin or at a loss. Parks should use this data analysis as well as other quantitative research to establish benchmarks and to provide a basis for sound management decisions. In the strategic plan, Parks should at a minimum address the following:

- Identify funding sources that can be used to effectively market and advertise Parks facilities and activities such as golf courses and lodging.
- Develop through research and analysis a comprehensive room rate structure to maximize the economic impact of lodging. This may include package pricing, special, and seasonal rates.
- Evaluate the price structure, marketing, and advertising of other activities, including golfing and dining, to maximize participation and economic benefit.
- Review all existing vendor contracts to determine whether contract costs could be reduced or eliminated.
- Evaluate the approach taken to renovate lodging rooms and dining facilities to minimize the negative economic impact construction has on Parks.

Appendix I: Department of Parks Capital Projects 1994-2010

Source: Department of Parks

	Park	Project Title	Total	Year
1	Breaks Interstate Park	Lodge Renovation	\$215,000	1994-1996
2	Natural Bridge State Resort Park	New Sewer Plant	\$1,080,000	1994-1996
3	Kentucky Dam Village State Resort Park	Head Dock Replacement	\$485,000	1994-1996
4	Kingdom Come State Park	Water Plant	\$270,000	1994-1996
5	Yatesville Lake State Park	Barker's Run - Sewer & Rest Rooms	\$300,000	1994-1996
6	Buckhorn Lake State Resort Park	City Water Connention	\$400,000	1994-1996
7	Rough River Dam State Resort Park	Renovate Lodge Complex	\$3,055,000	1994-1996
8	General Butler State Resort Park	Renovate Lodge Complex	\$2,985,000	1994-1996
9	Kentucky Dam Village State Resort Park	Renovate Lodge Complex	\$5,240,000	1994-1996
10	Buckhorn Lake State Resort Park	Renovate Lodge Complex	\$2,055,000	1994-1996
11	Greenbo Lake State Resort Park	Renovate Lodge Complex	\$1,190,000	1994-1996
12	Lake Barkley State Resort Park	Renovate Lodge Complex	\$3,825,000	1994-1996
13	Lake Cumberland State Resort Park	Renovate Lodge Complex	\$3,190,000	1994-1996
14	Cumberland Falls State Resort Park	Renovate Lodge Complex	\$1,625,000	1994-1996
15	Jenny Wiley State Resort Park	Renovate Lodge Complex	\$4,230,000	1994-1996
16	Pennyrile Forest State Resort Park	Renovate Lodge Complex	\$2,045,000	1994-1996
17	Carter Caves State Resort Park	Renovate Lodge Complex	\$1,750,000	1994-1996
18	Kenlake State Resort Park	Renovate Lodge Complex	\$1,190,000	1994-1996
19	Pine Mountain State Resort Park	Renovate Lodge Complex	\$2,280,000	1994-1996
20	Barren River Lake State Resort Park	Renovate Lodge Complex	\$2,335,000	1994-1996
21	Natural Bridge State Resort Park	Renovate Lodge Complex	\$800,000	1994-1996
22	Buckhorn Lake State Resort Park	Waste Water Treatment Plant	\$540,000	1994-1996
23	Blue Licks Battlefield State Resort Park	Pool Replacement	\$1,730,000	1994-1996
24	Cumberland Falls State Resort Park	Cottage Replacement	\$2,055,000	1994-1996
25	Lake Barkley State Resort Park	Sewer System Upgrade	\$1,190,000	1994-1996
26	Natural Bridge State Resort Park	Pool Replacement	\$2,660,000	1994-1996
27	Jenny Wiley State Resort Park	Boat Dock Replacement	\$1,300,000	1994-1996
28	Carter Caves State Resort Park	Replace/ Repair Cottages	\$1,580,000	1994-1996
29	My Old Kentucky Home State Park	Amphitheater Repairs	\$1,625,000	1994-1996
30	Levi Jackson State Park	Campground Improvement	\$810,000	1994-1996
31	Kentucky Dam Village State Resort Park	Renovate 14 Executive Cottages	\$1,730,000	1994-1996
32	Kenlake State Resort Park	Water & Sewer Line Replacement	\$650,000	1994-1996
33	Lake Cumberland State Resort Park	Pumpkin Creek Lodge Replacement	\$245,000	1994-1996
34	Buckhorn Lake State Resort Park	Marina Improvement	\$760,000	1994-1996
35	Rough River Dam State Resort Park	Boat Dock Improvement	\$810,000	1994-1996
36	Levi Jackson State Park	Replace Public Pool	\$1,330,000	1994-1996
37	Kentucky Dam Village State Resort Park	Replace 16 Area Cottages	\$1,950,000	1994-1996
38	Jenny Wiley State Resort Park	Upgrade Public Pool Area	\$675,000	1994-1996
39	Lake Cumberland State Resort Park	Renovate Community Pool	\$245,000	1994-1996
40	Cumberland Falls State Resort Park	Community Pool Renovation	\$605,000	1994-1996
41	Natural Bridge State Resort Park	Campground Improvement	\$325,000	1994-1996
42	My Old Kentucky Home State Park	Mansion Renovation	\$460,000	1994-1996
43	Lake Cumberland State Resort Park	Country Store/ Stable Replacement	\$380,000	1994-1996
44	Ben Hawes State Park	Golf Course Improvements	\$460,000	1994-1996
45	Old Mulkey Meetinghouse State Historic Site	Meetinghouse Renovation	\$160,000	1994-1996
46	Pennyrile Forest State Resort Park	Cottage Area Improvements	\$325,000	1994-1996
47	Lincoln Homestead State Park	Park Development	\$240,000	1994-1996
48	Perryville Battlefield State Historic Site	Battlefield Restoration	\$325,000	1994-1996
49	White Hall State Historic Site	Museum HVAC System	\$325,000	1994-1996
50	Blue Licks Battlefield State Resort Park	Museum Renovation	\$215,000	1994-1996
51	Natural Bridge State Resort Park	Hoe Down Island Renovation	\$540,000	1994-1996
52	Columbus Belmont State Park	Park Renovation	\$370,000	1994-1996
53	John James Audubon State Park	Teahouse Renovation	\$865,000	1994-1996
54	Constitution Square State Historic Site	Facilities Upgrade	\$240,000	1994-1996
55	Greenbo Lake State Resort Park	Community Pool	\$1,730,000	1994-1996
56	Buckhorn Lake State Resort Park	New Conference Center	\$1,120,000	1994-1996
57	General Butler State Resort Park	Conference Center	\$2,280,000	1994-1996
58	Yatesville Lake State Park	Barker's Run - Marina Development	\$72,000	1994-1996
59	Lake Barkley State Resort Park	Covered Pool	\$1,514,600	1994-1996
60	Cumberland Falls State Resort Park	New Interpretive Center	\$636,000	1994-1996

Appendix I: Department of Parks Capital Projects 1994-2010 (continued)

Source: Department of Parks

	Park	Project Title	Total	Year
61	Jefferson Davis Monument State Historic Site	Visitor's Center	\$679,000	1994-1996
62	Pine Mountain State Resort Park	Develop Lake Area	\$4,438,000	1994-1996
63	Lake Barkley State Resort Park	Golf Course Expansion	\$90,900	1994-1996
64	My Old Kentucky Home State Park	Visitor Center	\$1,300,000	1994-1996
65	Kentucky Horse Park	Additional Stalls	\$49,860	1994-1996
66	Lake Cumberland State Resort Park	Additional Parking	\$968,000	1994-1996
67	Yatesville Lake State Park	Campground Development	\$2,200,000	1994-1996
68	Taylorsville Lake State Park	Campground Improvement	\$2,125,000	1994-1996
69	Mineral Mound State Park	Park Development	\$234,900	1994-1996
70	Jenny Wiley State Resort Park	Golf Course Development	\$400,740	1994-1996
71	John James Audubon State Park	Purchase of Auduboniana (collection of prints)	\$3,503,000	1994-1996
72	Parks Maintenance Pool	General Maintenance & Renovation	7,400,000	1994-1996
73	Dale Hollow Lake State Resort Park	Add 30 additional rooms	1,500,000	1994-1996
74	Capital Outlay	Purchase of equipment	2,450,000	1995-1996
75	Parks Maintenance Pool	General Maintenance & Renovation	8,050,000	1996-1998
76	Capital Outlay	Equipment Replacement	\$2,000,000	1998-2000
77	Dale Hollow Lake State Resort Park	Golf Course	\$5,500,000	1998-2000
78	Parks Maintenance Pool	General Maintenance & Renovation	\$8,400,000	1998-2000
79	Technology	Update Computer Equipment	\$244,000	1998-2000
80	Greenbo Lake State Resort Park	Replace wastewater treatment plant	\$1,000,000	1998-2000
81	Rough River Dam State Resort Park	Marina Improvements	\$800,000	1998-2000
82	Barren River Lake State Resort Park	Head dock replacement	\$450,000	1998-2000
83	Fort Boonesborough State Park	Replace electric service in campground	\$885,000	1998-2000
84	John James Audubon State Park	Erosion control - golf course	\$300,000	1998-2000
85	Jefferson Davis Monument State Historic Site	Repairs to Monument exterior	\$450,000	1998-2000
86	Cumberland Falls State Resort Park	Replace water lines	\$550,000	1998-2000
87	White Hall State Historic Site	Replace HVAC	\$175,000	1998-2000
88	Blue Licks Battlefield State Resort Park	Additional 16 Lodge rooms	\$2,500,000	1998-2000
89	Dale Hollow Lake State Resort Park	Compete/furnish added 30 rooms	\$1,500,000	1998-2000
90	Yatesville Lake State Park	Develop golf course	\$6,000,000	1998-2000
91	Paintsville Lake State Park	Construct campground	\$2,850,000	1998-2000
92	Mineral Mound State Park	Develop golf course	\$5,000,000	1998-2000
93	Lake Malone State Park	Extend road at marina	\$173,000	1998-2000
94	Pennyrile Forest State Resort Park	Upgrade existing golf course	\$3,000,000	1998-2000
95	Perryville Battlefield State Historic Site	Develop interpretive features	\$800,000	1998-2000
96	Grayson Lake State Park	Design golf course	\$500,000	1998-2000
97	Lake Barkley State Resort Park	Develop trap shooting range	\$650,000	1998-2000
98	White Hall State Historic Site	Upgrade wiring & lighting	\$180,000	1998-2000
99	My Old Kentucky Home State Park	Upgrade golf course	\$2,400,000	1998-2000
100	Nolin Lake State Park	Develop campground	\$2,000,000	1998-2000
101	Kincaid Lake State Park	Develop golf course	\$3,000,000	1998-2000
102	Dale Hollow Lake State Resort Park	Design golf course	\$500,000	1998-2000
103	Pine Mountain State Resort Park	Acquire land for golf course	\$500,000	1998-2000
104	Barren River Lake State Resort Park	Upgrade HVAC	\$200,000	2000-2002
105	Natural Bridge State Resort Park	Petroleum Contamination Cleanup	\$300,000	2000-2002
106	Jefferson Davis Monument State Historic Site	Repairs to Monument exterior	\$2,210,000	2000-2002
107	Parks Maintenance Pool	General Maintenance & Renovation	\$8,400,000	2000-2002
108	Fort Boonesborough State Park	Replace roofs at Fort	\$500,000	2000-2002
109	Pine Mountain State Resort Park	Complete existing golf course project	\$500,000	2000-2002
110	Barren River Lake State Resort Park	Infrastructure improvements to marina	\$300,000	2000-2002
111	Pine Mountain State Resort Park	Construct structure on golf course	\$1,000,000	2000-2002
112	Big Bone Lick State Park	Expand museum	\$500,000	2000-2002
113	Perryville Battlefield State Historic Site	Various park improvements	\$475,000	2000-2002
114	Dale Hollow Lake State Resort Park	Various park improvements	\$500,000	2000-2002
115	Ben Hawes State Park	Land acquisition	\$1,054,800	2000-2002
116	Levi Jackson State Park	Various park improvements	\$250,000	2000-2002
117	Kentucky Dam Village State Resort Park	New head dock, other marina improvements	\$1,750,000	2000-2002
118	Old Mulkey Meetinghouse State Historic Site	Various park improvements	\$500,000	2000-2002
119	CMRF	Transfer to support operations	\$803,000	2002-2004
120	Natural Bridge State Resort Park	Construct water plant	\$500,000	2002-2004

Appendix I: Department of Parks Capital Projects 1994-2010 (continued)

Source: Department of Parks

	Park	Project Title	Total	Year
121	Parks Maintenance Pool	General Maintenance & Renovation	\$6,874,100	2002-2004
122	Campgrounds	Life safety upgrade & reconstruction	\$2,100,000	2002-2004
123	Golf Courses	Make 6 course playable for summer 2003	\$4,502,000	2002-2004
124	Fishtrap Lake State Park	Expansion	\$800,000	2002-2004
125	Parks Maintenance Pool	General maintenance & renovation	\$3,990,000	2004-2006
126	Herrington Lake	Evaluate feasibility of new resort park	\$2,000,000	2004-2006
127	Kincaid Lake State Park	Land acquisition	\$500,000	2004-2006
128	Cumberland Falls State Resort Park	CF-INTERIOR MOD/SYSTEM UPGRADE	\$1,625,000	2004-2006
129	Central Office	CO-VISUAL ONE UPGRADE	\$69,000	2004-2006
130	Lake Barkley State Resort Park	LB-INTERIOR MOD/SYSTEM UPGRADE	\$325,000	2004-2006
131	Kentucky Dam Village State Resort Park	KD-INTERIOR MOD/SYSTEM UPGRADE	\$825,000	2004-2006
132	Central Office	CO-POS SYSTEM UPGRADE	\$320,000	2004-2006
133	Central Office	CO-KITCHEN EQUIPMENT	\$258,000	2004-2006
134	Lake Barkley State Resort Park	LB-ENVIRONMENTAL CLEANUP	\$622,666	2004-2006
135	Central Office	PURCHASE RECREATION EQUIPMENT	\$1,000,500	2004-2006
136	Mineral Mound State Park	MM-GOLF COURSE COMPLETION	\$1,050,000	2004-2006
137	Grayson Lake State Park	GL-GOLF COURSE COMPLETION	\$2,549,000	2004-2006
138	Dale Hollow Lake State Resort Park	DH-GOLF COURSE COMPLETION	\$2,560,000	2004-2006
139	Yatesville Lake State Park	YL-GOLF COURSE COMPLETION	\$2,283,000	2004-2006
140	Pennyrile Forest State Resort Park	PF-REPLACE WASTE WATER PLANT	\$100,000	2004-2006
141	Central Office	GOLF COURSE EQUIPMENT	\$1,000,000	2004-2006
142	General Burnside Island State Park	GU-GOLF COURSE IMPROVEMENT	\$3,375,000	2004-2006
143	Wickliffe Mounds State Historic Site	WM-PARK IMPROVEMENT WICKLIFFE	\$150,000	2004-2006
144	Central Office	CO-VAR PARKS INTERIOR IMPROV	\$1,000,000	2004-2006
145	E P "Tom" Sawyer State Park	EP-TENNIS COURTS/SOCCER FIELDS	\$600,000	2004-2006
146	Levi Jackson State Park	LJ-IMPROVE MILL POND	\$161,325	2004-2006
147	Central Office	CO-HIGH SPEED INTERNET	\$400,000	2004-2006
148	Buckhorn Lake State Resort Park	BK-RENOVATE MINIGOLF	\$21,597	2004-2006
149	Green River Lake State Park	GR-RENOVATE MINIGOLF	\$19,067	2004-2006
150	Kincaid Lake State Park	KN-RENOVATE MINIGOLF	\$31,500	2004-2006
151	Lake Cumberland State Resort Park	LC-RENOVATE MINIGOLF	\$18,900	2004-2006
152	Natural Bridge State Resort Park	NB-RENOVATE MINIGOLF	\$8,343	2004-2006
153	Fort Boonesborough State Park	FB-FORT MUSEUM IMPROVEMENTS	\$150,000	2004-2006
154	Greenbo Lake State Resort Park	GO-AMPHITHEATER	\$632,000	2004-2006
155	Central Office	CO-ELECTRONIC DOOR LOCKS	\$470,000	2004-2006
156	Pine Mountain State Resort Park	PM-PUMP REPLACEMENT	\$18,349	2004-2006
157	Big Bone Lick State Park	BB-BIG BONE CHURCH	\$150,000	2004-2006
158	Big Bone Lick State Park	BB-RESURFACE TENNIS COURTS	\$38,200	2004-2006
159	General Butler State Resort Park	GB-RESURFACE TENNIS/GAME COURTS	\$60,000	2004-2006
160	Greenbo Lake State Resort Park	GO-RESURFACE TENNIS COURTS	\$12,700	2004-2006
161	Kenlake State Resort Park	KL-LODGE TENNIS COURT	\$30,000	2004-2006
162	Kincaid Lake State Park	KN-RESURFACE TENNIS COURT	\$4,200	2004-2006
163	Lake Barkley State Resort Park	LB-OVERLAY GAME COURTS	\$23,135	2004-2006
164	Pennyrile Forest State Resort Park	PR-REPAIR GAME COURTS	\$23,000	2004-2006
165	Rough River Dam State Resort Park	RR-REPAIR GAME COURTS	\$14,500	2004-2006
166	Cumberland Falls State Resort Park	CF-UPGRADE LOOKOUT/VISITOR CTR	\$660,000	2004-2006
167	Lake Cumberland State Resort Park	LC-PUMPKIN CREEK RENOVATION	\$866,000	2004-2006
168	Lincoln Homestead State Park	LH-MORDECAI LINCOLN	\$600,000	2004-2006
169	Jenny Wiley State Resort Park	JW-PARK IMPROVEMENTS	\$250,000	2004-2006
170	Pine Mountain State Resort Park	PM-GOLF RESTROOM BLDG	\$200,000	2004-2006
171	Kentucky Dam Village State Resort Park	KD-SEWER PLANT REPAIRS	\$4,348	2004-2006
172	Blue Licks Battlefield State Resort Park	BL-LODGE ELEC BREAKER	\$10,043	2004-2006
173	Blue Licks Battlefield State Resort Park	BL-MUSEUM RENOVATION	\$150,000	2004-2006
174	Lake Malone State Park	LM-BEACH RENOVATION	\$3,347	2004-2006
175	Kincaid Lake State Park	KN-REPLACE HVAC RESIDENCE	\$2,890	2004-2006
176	Dale Hollow Lake State Resort Park	DH-PROPANE INSTALLATION	\$20,297	2004-2006
177	Pine Mountain State Resort Park	PM-LODGE RENOVATION	\$414,000	2004-2006
178	Dale Hollow Lake State Resort Park	DH-HVAC REPAIRS LODGE	\$11,498	2004-2006
179	Dale Hollow Lake State Resort Park	DH-URGENT ELECTRICAL REPAIRS	\$13,438	2004-2006
180	Barren River Lake State Resort Park	BR-COTTAGE IMPROVEMENTS	\$350,000	2004-2006

Appendix I: Department of Parks Capital Projects 1994-2010 (continued)

Source: Department of Parks

	Park	Project Title	Total	Year
181	Barren River Lake State Resort Park	BR-LODGE IMPROVEMENTS	\$231,999	2004-2006
182	Kenlake State Resort Park	KL-UPGRADE HVAC LODGE	\$25,000	2004-2006
183	Levi Jackson State Park	LJ-PARK UPGRADE	\$11,000	2004-2006
184	Greenbo Lake State Resort Park	GO-LODGE HEAT PUMPS	\$30,000	2004-2006
185	E P "Tom" Sawyer State Park	EP-REPAIRS EDUCATION BUILDING	\$39,033	2004-2006
186	Barren River Lake State Resort Park	BR-STUDY LODGE HVAC	\$75,000	2004-2006
187	Mineral Mound State Park	MM-LIMITED SUPPLEMENTAL SIGNAGE	\$4,000	2004-2006
188	Dale Hollow Lake State Resort Park	DH-REPAINT EXT EMPLOYEE RESID	\$4,546	2004-2006
189	Jenny Wiley State Resort Park	JW-LOBBY UPGRADES	\$7,707	2004-2006
190	Dr. Thomas Walker State Historic Site	DT-UPPER PICNIC SHELTER	\$6,704	2004-2006
191	Kenlake State Resort Park	KL-JAZZ MURAL RESTORATION	\$39,110	2004-2006
192	Lake Barkley State Resort Park	LB-INSTALL PROPANE KITCHEN	\$5,654	2004-2006
193	Kentucky Dam Village State Resort Park	KD-INSTALL PROPANE KITCHEN	\$8,400	2004-2006
194	Barren River Lake State Resort Park	BR-DOWNSPOUT DRAINAGE	\$5,000	2004-2006
195	Lincoln Homestead State Park	LH-MINOR REPAIR PRO SHOP	\$8,139	2004-2006
196	Fort Boonesborough State Park	FB-SEWER PLANT REPAIRS	\$3,440	2004-2006
197	Barren River Lake State Resort Park	BR-UPGRADE EMPLOYEE RESIDENCES	\$24,721	2004-2006
198	Pine Mountain State Resort Park	PM-PAINT COTTAGES	\$33,000	2004-2006
199	Rough River Dam State Resort Park	RR-REPAIR DINING ROOM FLOOR	\$23,301	2004-2006
200	Levi Jackson State Park	LJ-WATER IMPROVEMENTS	\$10,700	2004-2006
201	Pine Mountain State Resort Park	PM-RENOVATE NATURE CENTER	\$165,000	2004-2006
202	Lake Barkley State Resort Park	LB-REPAIR POOL RESTROOMS	\$12,000	2004-2006
203	Fort Boonesborough State Park	FB-RIVER MUSEUM IMPROVEMENTS	\$100,000	2004-2006
204	Kenlake State Resort Park	KL-RENOVATE 4 COTTAGES	\$182,640	2004-2006
205	Kentucky Dam Village State Resort Park	KD-UPGRADE 6 EXEC COTTAGES	\$74,479	2004-2006
206	Natural Bridge State Resort Park	NB-RENOVATE 4 COTTAGES	\$109,000	2004-2006
207	Buckhorn Lake State Resort Park	BK-INTERIOR COTTAGE UPGRADE	\$80,500	2004-2006
208	Central Office	CO-CAMPGROUND CONSULTANT	\$49,549	2004-2006
209	Kenlake State Resort Park	KL-NATURAL GAS	\$28,150	2004-2006
210	Yatesville Lake State Park	YL-CAMPGROUND ELEC UPDATE	\$9,586	2004-2006
211	Kentucky Dam Village State Resort Park	KD-UPGRADE 4 STUCCO COTTAGES	\$32,119	2004-2006
212	Constitution Square State Historic Site	CS-REPLACE LOGS	\$5,600	2004-2006
213	Carter Caves State Resort Park	CC-LOBBY/MEETING RM UPGRADES	\$57,600	2004-2006
214	Waveland State Historic Site	WV-MAINTENANCE AREA REPAIRS	\$44,000	2004-2006
215	Carter Caves State Resort Park	CC-DAM REPAIRS	\$22,000	2004-2006
216	Lake Cumberland State Resort Park	LC-RENOVATE 2 EMPLOYEE RES	\$25,000	2004-2006
217	White Hall State Historic Site	WH-SEPTIC SYSTEM REPLACE	\$1,769	2004-2006
218	Yatesville Lake State Park	YL-REPLACE EQUIP BATHHOUSE	\$3,213	2004-2006
219	Jenny Wiley State Resort Park	JW-COLUMN PLANTER REPAIR	\$21,500	2004-2006
220	Lake Barkley State Resort Park	LB-REPLACE AIR HANDLER CONV	\$18,898	2004-2006
221	Kincaid Lake State Park	KN-REPLACE MAINT BLDG DOORS	\$4,793	2004-2006
222	Central Office	CO-VEGETATION MAINTENANCE	\$175,000	2004-2006
223	John James Audubon State Park	AU-VARIOUS REPAIR SHELTER BLDG	\$27,000	2004-2006
224	Yatesville Lake State Park	YL-REPAIR SERVICE ROAD	\$2,237	2004-2006
225	Kincaid Lake State Park	KN-MULTIPURPOSE BLDG SIDING	\$19,000	2004-2006
226	Pine Mountain State Resort Park	HOOD EXHAUST DUCT	\$19,000	2004-2006
227	Pennyrile Forest State Resort Park	PF-COTTAGE UPGRADE	\$61,800	2004-2006
228	Kenlake State Resort Park	KL-MEETING ROOM UPGRADE	\$38,115	2004-2006
229	General Butler State Resort Park	GB-BUTLER BEACH	\$20,000	2004-2006
230	White Hall State Historic Site	WH-HVAC CONTROLS REPLACE	\$18,707	2004-2006
231	Barren River Lake State Resort Park	BR-DINING ROOM UPGRADES	\$28,891	2004-2006
232	Big Bone Lick State Park	BB-HVAC UPGRADE	\$5,520	2004-2006
233	Jenny Wiley State Resort Park	JW-UPGRADE STORM DRAINS	\$18,000	2004-2006
234	Pennyrile Forest State Resort Park	PF-LOBBY FLOOR REPLACEMENT	\$10,244	2004-2006
235	Natural Bridge State Resort Park	NB-PROPANE KITCHEN	\$8,882	2004-2006
236	Central Office	CO-BOONE STATION INTERPRETIVE SIGNS	\$12,500	2004-2006
237	Ben Hawes State Park	BH-MC NULTY HOUSE UPGRADE	\$25,000	2004-2006
238	Dale Hollow Lake State Resort Park	DH-CAMPGROUND UPGRADE	\$100,000	2004-2006
239	Buckhorn Lake State Resort Park	BK-PAINT WATER TANK	\$75,000	2004-2006
240	Central Office	CO-MAINTENANCE EQUIPMENT	\$99,989	2004-2006

Appendix I: Department of Parks Capital Projects 1994-2010 (continued)

Source: Department of Parks

	Park	Project Title	Total	Year
241	Blue Licks Battlefield State Resort Park	BL-PROPANE KITCHEN	\$7,700	2004-2006
242	Barren River Lake State Resort Park	BR-PROPANE KITCHEN	\$4,500	2004-2006
243	Grayson Lake State Park	GL-BRUIIN RESTROOM REPAIR	\$7,500	2004-2006
244	Pennyrile Forest State Resort Park	PF_REPLACE POOL TILE	\$30,000	2004-2006
245	Central Office	DOOR MODIFICATIONS	\$50,000	2004-2006
246	My Old Kentucky Home State Park	VISITORS CENTER ROOF	\$84,000	2004-2006
247	Cumberland Falls State Resort Park	CF-BOILER	\$125,000	2004-2006
248	Barren River Lake State Resort Park	BR-MINIATURE GOLF FACILITY	\$15,696	2004-2006
249	Dale Hollow Lake State Resort Park	DH-MINIATURE GOLF FACILITY	\$245,000	2004-2006
250	Central Office	CO-SERVER UPGRADES	\$300,000	2004-2006
251	Central Office	CO-GUEST PHONE SYSTEM UPGRADES	\$210,000	2004-2006
252	Central Office	CO-PROPANE KITCHEN UPGRADES	\$192,450	2004-2006
253	Old Fort Harrod State Park	FH-UPGRADE ENTRY GATE AREA	\$5,000	2004-2006
254	Blue Licks Battlefield State Resort Park	BL-COTTAGE UPGRADES	\$100,000	2004-2006
255	Cumberland Falls State Resort Park	CF-FIRE TOWER	\$100,000	2004-2006
256	Barren River Lake State Resort Park	BR-EXECUTIVE COTTAGE EXTERIORS	\$72,000	2004-2006
257	Dale Hollow Lake State Resort Park	DH-UPGRADE LANDSCAPING	\$10,000	2004-2006
258	Barren River Lake State Resort Park	BR-GUESTROOM UPGRADES	\$336,000	2004-2006
259	Central Office	CO-VARIOUS PARK UTILITY IMPROVE	\$40,630	2004-2006
260	Levi Jackson State Park	LJ-VARIOUS REPAIR WHSE	\$9,344	2004-2006
261	Waveland State Historic Site	WV-MISC EXTERIOR BLDG REPAIR	\$30,000	2004-2006
262	Barren River Lake State Resort Park	BR-GOLF COURSE IMPROVE	\$84,685	2004-2006
263	Dale Hollow Lake State Resort Park	DH-TENNIS/BASKETBALL COURTS	\$100,000	2004-2006
264	Pennyrile Forest State Resort Park	PF-RENOVATE MINIGOLF	\$18,000	2004-2006
265	Barren River Lake State Resort Park	BR-RECREATION UPGRADES	\$50,000	2004-2006
266	John James Audubon State Park	AU-MUSEUM EXTERIOR	\$35,000	2004-2006
267	Buckhorn Lake State Resort Park	BK-INSTALL AERATOR COVERS	\$33,000	2004-2006
268	Carter Caves State Resort Park	CC-PICNIC SHELTER	\$40,000	2004-2006
269	Barren River Lake State Resort Park	BR-PAINT REPAIR BLDGS	\$80,000	2004-2006
270	Green River Lake State Park	GR-LODGE STUDY	\$15,000	2004-2006
271	Lake Cumberland State Resort Park	LC-REPAIR CHILLER/BOILER	\$7,500	2004-2006
272	Central Office	CO-VARIOUS PARKS POOL IMPROVE	\$26,671	2004-2006
273	Kenlake State Resort Park	KL-TENNIS UPGRADE	\$50,000	2004-2006
274	My Old Kentucky Home State Park	MK-TENNIS & REC UPGRADE	\$30,000	2004-2006
275	Central Office	WIRELESS COTTAGES/CAMPGROUND	\$231,000	2004-2006
276	Kentucky Horse Park	HORSE PARK	\$720,000	2004-2006
277	Central Office	CO-SPECIAL MAINTENANCE	\$200,000	2004-2006
278	Central Office	CO-MECHANICAL SYSTEMS	\$200,000	2004-2006
279	Kenlake State Resort Park	KL-RENOVATE 4 COTTAGES	\$200,000	2004-2006
280	Lake Cumberland State Resort Park	LC-COTTAGES IMPROVEMENTS	\$200,000	2004-2006
281	Kentucky Dam Village State Resort Park	KD-COTTAGES IMPROVEMENTS	\$200,000	2004-2006
282	Cumberland Falls State Resort Park	CF-COTTAGE IMPROVEMENTS	\$200,000	2004-2006
283	Greenbo Lake State Resort Park	GO-LODGE ROOM IMPROVEMENT	\$200,000	2004-2006
284	Waveland State Historic Site	WV-REPAIR HVAC MANSION	\$5,000	2004-2006
285	Pennyrile Forest State Resort Park	PN-UPGRADE EXTERIOR LODGE	\$50,000	2004-2006
286	Pennyrile Forest State Resort Park	PN-UPGRADE BUILDING EXTERIOR	\$170,000	2004-2006
287	Lincoln Homestead State Park	LH-REPAIR VARIOUS BLDG	\$15,000	2004-2006
288	Dale Hollow Lake State Resort Park	DH-REPAIR VARIOUS BLDG	\$22,500	2004-2006
289	Barren River Lake State Resort Park	BR-REPAIR VARIOUS BLDG	\$15,000	2004-2006
290	Kincaid Lake State Park	KN-SHELTER REPAIR	\$18,550	2004-2006
291	Carter Caves State Resort Park	CC-MAINT BLDG REPAIRS	\$12,500	2004-2006
292	Natural Bridge State Resort Park	NB-CONCRETE WALKWAYS	\$49,500	2004-2006
293	Levi Jackson State Park	LJ-EXTERIOR BLDG REPAIRS	\$77,700	2004-2006
294	General Burnside Island State Park	GE-REPAIR VARIOUS BLDG	\$22,400	2004-2006
295	Pine Mountain State Resort Park	PM-UPGRADE EXTERIOR LODGE	\$125,000	2004-2006
296	Kenlake State Resort Park	Cherokee Park	\$150,000	2004-2006
297	Dale Hollow Lake State Resort Park	Dale Hollow Pool	\$50,000	2004-2006
298	Kentucky Horse Park	WEG Arena Development	\$1,100,000	2004-2006
299	Kentucky Horse Park	HORSE PARK - POS	\$200,000	2004-2006
300	Kentucky Horse Park	Outdoor Stadium	\$24,600,000	2006-2008

Appendix I: Department of Parks Capital Projects 1994-2010 (continued)

Source: Department of Parks

	Park	Project Title	Total	Year
301	Lake Barkley State Resort Park	Interior Modifications/System Upgrade	\$6,165,000	2006-2008
302	Various	Campground Improvements	\$5,815,300	2006-2008
303	Kentucky Horse Park	Indoor Arena Addition-Exhibition Space	\$4,000,000	2006-2008
304	General Burnside Island State Park	Golf Course Improvement	\$3,685,000	2006-2008
305	Kentucky Dam Village State Resort Park	Interior Modifications/System Upgrade	\$3,475,000	2006-2008
306	Big Bone Lick State Park	Park Development	\$2,500,000	2006-2008
307	Central Office	Critical Equipment Needs	\$2,500,000	2006-2008
308	Levi Jackson State Park	Campground Upgrade	\$1,239,000	2006-2008
309	Various	Fire Safety Upgrades	\$1,200,000	2006-2008
310	E P "Tom" Sawyer State Park	Conference Center	\$1,000,000	2006-2008
311	Benham Lynch	Park Upgrades	\$1,000,000	2006-2008
312	Lake Cumberland State Resort Park	Park Improvements	\$615,000	2006-2008
313	Kenlake State Resort Park	Cherokee Park	\$507,990	2006-2008
314	Various	Land Acquisition Audubon, Cumberland Falls, Fort Boonesborough, Blue Licks Battlefield	\$383,536	2006-2008
315	Various	Marina Upgrades	\$350,000	2006-2008
316	Dale Hollow Lake State Resort Park	Dale Hollow Pool Design	\$318,550	2006-2008
317	Dale Hollow Lake State Resort Park	Cottage Development Design	\$315,453	2006-2008
318	Lake Cumberland State Resort Park	Conference Center	\$167,950	2006-2008
319	Various	AAA Upgrades - Resort Parks	\$157,188	2006-2008
320	General Burnside Island State Park	Lodge Infrastructure RFP - actual expenditures	\$2,598	2006-2008
321	Green River Lake State Park	Lodge Infrastructure RFP - actual expenditures	\$2,436	2006-2008
322	CMRF	Transfer to support operations	\$2,476,000	2006-2008
323	Parks Maintenance Pool	General Maintenance & Renovation	\$6,730,000	2006-2008
324	E P "Tom" Sawyer State Park	Construct Community Center	\$1,000,000	2006-2008
325	Greenbo Lake State Resort Park	Campground construction & improvements	\$1,100,000	2006-2008
326	Ben Hawes State Park	Playground Equipment	\$60,000	2006-2008
327	Parks Maintenance Pool	General Maintenance & Renovation	\$6,000,000	2008-2010
	Total		\$316,131,304	

Appendix II: Capital Projects by Category

Source: Auditor of Public Accounts determined project categories and amounts based on information provided by the Department of Parks

Project Category	Total
Campground	\$19,508,435
Cottage	\$9,850,991
Environment/ Safety	\$4,336,104
Equipment	\$8,823,989
Golf	\$54,886,463
Herrington Lake Feasibility Study	\$2,000,000
HVAC System	\$843,615
Kitchen/ Dining	\$537,778
Land Acquisition	\$1,938,336
Lodge	\$44,836,075
Marina or Dock	\$7,250,000
Park Development	\$49,148,710
Park Renovation, Replacement, or Repair	\$85,775,126
Pool	\$10,926,821
Recreation	\$5,593,042
Sewer or Water	\$6,596,817
Transfer to Support Operations	\$3,279,000
Grand Total	\$316,131,304