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Maryland Park Service

2016 Strategic Park Investment Plan

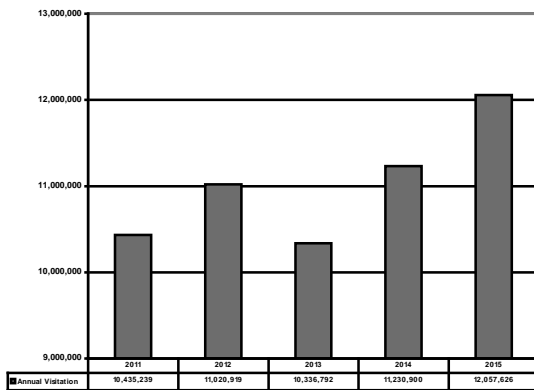
November 2016

Department of Natural Resources
Maryland Park Service
2016 Strategic Park Investment Plan
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Introduction

The Maryland Park Service manages 72 State Parks, preserving and protecting the state’s most significant natural, cultural and historical resources for the enjoyment of its citizenry. The State Park system also has a significant economic and tourism impact on Maryland’s economy valued at an estimated \$650 million annually based on the 2010 Maryland State Parks economic impact study. Hence, the State Parks are a major quality of life determinant for all of the state’s citizens and, therefore an important investment for the future.

The Maryland State Parks experienced record visitation in 2015 with over 12 million visitors, a 15.5 percent increase over the last four years. Cabin and campground reservations also increased 11 percent during the same period, selling out most weekends



and all holidays. Even when taking into account the impacts of weather, park participation and visitation has been steadily increasing and, in some cases, surpassing the system's capacity.

In recognition of Marylanders’ growing interest in visiting state parks and recreating in the state's most scenic and important natural, cultural and historic places, the Maryland Department of Natural Resources has been working on investments in land acquisitions, capital

improvement funding and operational management strategies to increase access to state parks.

In 2016, the Maryland General Assembly issued a Joint Chairmen’s Report, which requested that the Department of Natural Resources prepare a report as follows:

Maryland State Park Investment Plan: The committees acknowledge the significant contribution that State lands make to the health and well-being of our citizens and wildlife. Further the committees recognize the increasing contribution that these resources make to the economy of the State – serving as strong amenities attracting both businesses and residents, providing jobs and encouraging outdoor recreation expenditures.

Finally, the committees are concerned that park visitation has increased from 11.2 million in 2014 to over 12.0 million in 2015, 15 State Parks filled to capacity 122 times, and campground and cabin inventory was sold out. Therefore, the committees request that the Department of Natural Resources (DNR), in consultation with relevant stakeholders, develop and submit a Strategic Park Investment Plan that updates and expands upon its Five-Year Strategic Plan completed in January 2013.

The Plan should consider park fees and other revenues, park amenities, concession and income-generating activities, and expansion opportunities. The Plan should also identify funding sources and a reasonable timeline to achieve full implementation of the Plan to position Maryland's parks to achieve a National Gold Medal Award from the National Recreation and Park Association.

Finally, the Plan should comment on how DNR is planning for future park accessibility needs by targeting properties for purchase and development that are adjacent to existing parks, and on how DNR is planning on keeping up with population growth in terms of providing a consistently high quality experience for park visitors. The report should be submitted by December 1, 2016.

This report strives to answer the specific questions posed by the Joint Chairmen's Report and builds upon the recommendations outlined in prior reports submitted to the General Assembly, including the: 2000 study by a *Governor's Special Commission on Maryland State Parks*, 2007 *Maryland State Parks Funding Study: A Plan to Fully Fund the Operations of the Maryland Park Service*, and 2013 *Maryland Park Service Five-Year Strategic Plan*. The report was prepared by the Department of Natural Resources with the input of key stakeholders, including the Governor's Park Advisory Commission, Friends of Maryland State Forests and Parks, and state elected officials. The Department's stakeholders expressed interest in maintaining an ongoing dialogue with the agency to advance the plan's goals, including future submittal of a National Gold Medal Award application with the National Recreation and Park Association.

Update: 2013 Five-year Strategic Plan



Conservation Jobs Corps

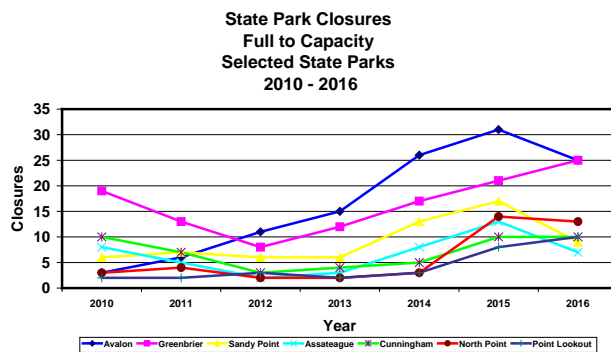
The 2016 Joint Chairmen's Report requested an update on the status of recommendations contained in the *2013 Maryland State Parks Five-Year Strategic Plan*, which was developed in response to a Joint Chairmen's Report request by the General Assembly. The report provided a comprehensive overview of the Maryland Park Service mission, brand promise and operations. The report also detailed operational and programmatic needs of the service, including 20 recommendations and a five-year implementation plan.

Important progress has been made on a number of the recommendations outlined in the 2013 plan, including: (1) passage of HB 462 (Chapter 10 of 2016), which provides an additional \$40 million in funding for projects that address the critical maintenance and

capital development project backlog needs of state parks, (2) provision of five new classified positions to staff the new Harriet Tubman Underground Railroad State Park; (3) hiring of a new Business Development Manager to support the agency's efforts to enhance the state park system's fiscal sustainability and visitor services; (4) filling of three long-term contractual positions in fiscal 2017 to support park operational functions; (5) funding in fiscal 2015 to replace 30 vehicles (11 percent of the fleet) and to replace seven pieces of heavy maintenance equipment; (6) a \$100,000 grant through Maryland Historical Trust to document historic structures in select parks, and; (7) an increase of 35 percent in critical maintenance program funding in fiscal 2017 (See Appendix for detailed response).

Increasing Demand for Maryland State Parks

Over the past seven years, 16 different state parks and areas of parks have filled to capacity during the spring and summer seasons. In 2010, these parks filled to capacity a cumulative total of 54 times. By 2015, those full-to-capacity closures had increased 126 percent, turning visitors away 122 times (and 112 more times in 2016), underscoring the need to expand the system to meet growing public demand during the summer season.



The single most important common denominator forcing park closures is the public demand for picnic facilities associated with access to water for swimming and wading.

The impact and consequences of closures are growing in significance. In 2015, Sandy Point State Park closed 17 days due to visitation levels, filling 2,104 parking spaces, and sometimes backing up traffic for several miles on Route 50 at the Chesapeake Bay Bridge. Greenbrier State Park filled to capacity 115 times over the past seven years and turned away over 340 vehicles in one day.

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Sandy Point, Point Lookout and Gunpowder Falls state parks are the state's only developed beachfront parks on the Chesapeake Bay. These parks filled a combined 45 times over the past two years and nearly reached capacity on every weekend during the summer. Miles-long back-ups at the entrances create traffic hazards and generate complaints from local residents and visitors alike.



Sandy Point State Park

Capacity closures occur when a state park's parking and overflow lots are filled. These closures, which can occur as early as 8 a.m. and last as long as eight hours, can have several negative consequences for the park and its visitors, including increased need for law enforcement resources to conduct traffic direction, poor customer service from turning hundreds of families away at the gate, overcrowded conditions within the state park, and greater pressure and overuse of aging facilities. In addition, some visitors are avoiding their state parks due to closures and overcrowding on the weekends.

Overnight camping and cabin inventory is also not keeping up with demand. State park inventory is virtually sold out for every spring and summer holiday weekend, be it Memorial Day, Father's Day, Independence Day, and Labor Day. The inventory vacancy rate was 10 percent or less for 214 days in 2015. Competition for a campsite on a weekend at Assateague State Park means visitors must make a reservation a full year in advance. The vacancy rate for cabin reservations during the prime vacation months of June, July and August are also low, from 5 percent at Janes Island State Park to 16 percent at New Germany State Park.



Assateague State Park

In 1952, the year that the first bay bridge and Sandy Point State Park opened, Maryland's state park system consisted of 19 parks and recreation areas with a total of 6,228 acres. Today, the system has increased in size and scope to 72 state parks and 138,270 acres. Over the past 20 years, however, there have been limitations on planning capacity to develop and update master plans to guide management and capital development decisions.

Developing a New Plan to Meet Growing Demand

In order to address some of these challenges, the Maryland Park Service embarked on a new strategic planning process in 2015 to develop goals and objectives for managing and increasing the system's capacity to support public demand for outdoor recreation. In fiscal 2017, two natural resource planners were reassigned within the department to augment the Maryland Park Service's professional planning team to support the effort. The planning process will follow a multi-faceted approach:

- (1) Continue developing new recreation access and facilities on *existing* public lands that have the capacity to accommodate additional visitation;
- (2) Continue developing individual Strategic Management Plans to identify priority management objectives for individual parks, and;
- (3) Continue expanding existing parks through new acquisitions to support the potential for new park development.

The establishment of new, additional state parks and facilities faces several critical challenges, including staffing needs and operating costs, as well as the need to budget for capital improvements and future critical maintenance. The agency's challenge is to pursue strategies that balance the need for funding for new facilities with an ever-increasing backlog of critical maintenance projects on existing infrastructure.

In addition, there is a significant customer service expectation that parks remain rustic and less intensively-developed, with a primary emphasis on nature and heritage-based experiences. According to a 2014 poll by Goucher College's Sarah T. Hughes Field Politics Center, Marylanders indicated that their top two goals for state parks should be to connect children with nature and to preserve historic sites. Additional top scoring goals were to improve habitat for wildlife and to conserve land to protect natural resources.

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A frequent comment from state park visitors is that they highly value that the parks are not "touristy" and over-developed. The need for Marylanders to enjoy public lands that



provide a contrast to their mostly urban environment is strongly supported. The overarching goal, therefore, is to improve the quality of the customer experience by spreading visitation over more park areas, reduce crowding to improve the quality of the current visitor experience in existing state parks, and to continue to acquire additional parkland to expand existing parks and provide improved public access to other state-owned lands.

The State Park Brand Promise

An essential foundation of the agency's planning efforts for improving and expanding the state park system is the need to remain committed to the State Park Brand Promise. In 2010, the Maryland Park Service surveyed its workforce in an effort to define the unique visitor experience and mission that is the State Park Brand Promise. The agency's employees identified themselves first and foremost as "dedicated public servants" with unique and broad knowledge and skills in park operations, and a deep commitment to conservation and the well-being of people.



Maryland Park Service employees also believe that today's state park Brand Promise uniquely provides awe-inspiring nature and heritage-based recreation opportunities, from camping and fishing to trails, picnicking, visiting historic sites and outdoor adventure. The agency's brand emphasizes the importance of equitably serving the needs of Marylanders desiring a place to affordably recreate and escape the hustle and bustle of urban life. The agency's customer satisfaction survey results

consistently support the Brand Promise (Appendix 2015 Customer Satisfaction Survey Results). In 2015, over 90 percent of visitors surveyed "agreed" or "strongly agreed" that

their state parks are an important way to escape stress, connect with nature and are a good value.

Funding Capital Improvements & Critical Maintenance

Maryland's state park system was largely developed by the Civilian Conservation Corps during the 1930s and 1940s and during the post-war period of the 1950s and 1960s. As a result, much of the park system infrastructure is over 40 years old and in dire need of ongoing re-investment.



North Point State Park

The Natural Resource Development Fund, which funds the improvement and development of state park facilities, has received various levels of funding over the past decade.

The additional funding for critical maintenance could reduce the agency's \$40 million backlog by \$20 million in seven years.

Despite inconsistent funding levels and limitations, the department has successfully achieved a number of important park improvements over the past eight years. Highlights include: construction of the Harriet Tubman Underground Railroad State Park; establishment of the new North Point State Battlefield and War of 1812 Exhibit Hall; renovation of the 1,000-foot Crystal Pier at North Point State Park (pictured above); interior renovations of 21 cabins at New Germany and Herrington Manor state parks; complete renovation of nine bathhouses at Assateague State Park, and; construction of nine nature-themed playgrounds.

In 2016, Governor Hogan and the Maryland General Assembly committed \$40 million in additional Program Open Space funds to address critical maintenance and capital improvement needs of state parks. The funding is codified in Chapter 10 of 2016 to be spent over seven years, from FY 2019 through FY 2025. The chart below provides an estimated funding schedule based on the Governor's FY 2017 Capital Improvement Plan (CIP) plus enhancement funding. Funding targets in the Natural Resource Development Fund for out years will be developed as part of a joint capital development master planning process by DNR and DBM.

CAPITAL AND CRITICAL MAINTENANCE FUNDING

M = million

Fiscal Year	Estimated Critical Maintenance			Estimated Capital Improvement		
	CIP	Enhancement	Total	CIP	Enhancement	Total
FY 2019	\$4M	\$3M	\$7M	\$13.9M	\$3M	\$16.9M
FY 2020	\$4M	\$3M	\$7M	\$9M	\$3M	\$12M
FY 2021	\$4M	\$3M	\$7M	\$9M	\$3M	\$12M
FY 2022	\$4M	\$3M	\$7M	\$TBD	\$3M	\$TBD

FY 2023	\$4M	\$3M	\$7M	\$TBD	\$3M	\$TBD
FY 2024	\$4M	\$3M	\$7M	\$TBD	\$3M	\$TBD
FY 2025	\$4M	\$2M	\$6M	\$TBD	\$2M	\$TBD

Chapter 10 of 2016 also resulted in funding of \$9.2 million in FY 2017 and FY 2018, including \$2 million in FY 2017 and \$2 million in FY 2018 for critical maintenance and \$5 million in capital improvement funding in FY 2018.

The Hogan administration’s commitment to increasing critical maintenance funding beginning in Fiscal Year 2017 will establish an improved maintenance schedule, which will make it possible to ensure a level of service that meets park visitor expectations. The aging infrastructure throughout the park system can contribute to a poor visitor experience if not properly maintained by inconveniencing visitors when facilities must be shut down for repairs. Maintenance and repair of roadways and parking lots, and the renovation of restrooms must be a priority every year to ensure that these facilities do not deteriorate to the point that repairs become extremely costly or full replacement is necessary.

Improving and Expanding State Parks

Investing Capital Improvement Program funds in state parks will be a critical component of any strategy to address the growing public demand for outdoor recreation. Priority areas for program funding are focused on addressing several needs:

- Ensuring public safety
- Renovating aging infrastructure
- Improving visitor experiences
- Preserving historic structures
- Generating revenue

Area maps of potential projects that address these overarching priorities are included in the appendix of this report. Improvements to existing facilities, or the development of new facilities and state parks, can generate increased revenue to enhance the system's fiscal sustainability, reduce the number of full-to-capacity park closures and improve customer service. Planning for these projects will be undertaken and submitted for review and approval over the next 5 to 10 year budget cycle.



Developing New State Parks: In order to successfully transform a newly acquired property into a state park that provides safe public access with appropriate infrastructure, the department utilizes Program Open Space funds. Maryland's Program Open Space law (§ 5-903(f) of the Natural Resources Article) provides the department with the authority to use these funds for new land acquisitions for the following purposes:

- Provide public access to the recreational and open space uses of the acquired land;
- Stabilize the structural integrity of improvements existing on the land at time of acquisition;
- Eliminate hazards to health and safety, including treatment and removal of hazardous materials; and
- Protect water quality by implementing environmental improvements, including shore erosion control measures and vegetated buffers.



There are challenges, however, associated with the program's funding level and approval process that can reduce its effectiveness. The funding amount is limited to 10 percent of the land acquisition cost. Therefore, if the property has a relatively low acquisition cost but high costs for preparing the property for public access, such as treating and removing hazardous waste

or stabilizing an historic building, funding levels can be inadequate. As a result, the newly acquired property may remain closed to public access for long periods of time until other funds can be appropriated.

In addition, the department currently submits to the Board of Public Works a list of projects that are proposed to be funded at the time of acquisition. This schedule does not allow sufficient time for the agency to carefully study, plan and develop a project list and cost estimate. In addition, the department is unable to plan state park improvements in the context of a public involvement process. This issue is addressed in the report recommendations section.

Funding the Operation of State Parks

The Maryland Park Service is largely funded by Special Funds derived from Program Open Space transfer tax revenue and park-generated revenues deposited in the Forest or Park Reserve Fund. As a result, the budget is largely dependent on robust transfer tax special funding and park-generated revenue performance.

Program Open Space Transfer Tax: In Fiscal Year 2017, Program Open Space transfer tax funding of \$26,367,982 is allocated to support park operations. Per the chart below, if the transfer tax formula was adjusted to calculate the park operations funding before the allocation of funds to the Heritage Areas Authority, the amount of transfer tax support for state parks would increase by approximately \$600,000 annually.



Casselman River Bridge State Park

TRANSFER TAX PARK REVENUE VS ALLOCATION

Allocation		Statutory Formula - Excludes Heritage Areas	FY2017 Actual	Allocation Formula Including Heritage Areas
Program Open Space	A	\$134,839,909	\$134,839,909	\$134,839,909
Heritage Areas Authority	B	(\$3,000,000)	\$3,000,000	-
Maryland Park Service		= (A+B) x 20 percent or \$21m	\$26,367,982	\$26,967,981

The investment of projected increases in transfer tax revenues to support park operating needs was a key recommendation of the 2013 Strategic Plan. According to the September 2016 transfer tax estimate, revenues are predicted to increase from \$185 million in Fiscal Year 2017 to \$214.8 million in Fiscal Year 2018, which could result in an additional \$4 million for Maryland Park Service operations.

Diverse Special Fund Sources: The Maryland Park Service generated \$19.9 million in revenue in Fiscal Year 2016, a 10 percent increase over two years. Service revenue is generated from a diverse array of sources, including day-use entrance fees, overnight rentals and agricultural leases. Park-generated revenue from day-use and overnight service charges also increased from \$14.2 million in fiscal 2015 to \$15.1 million in Fiscal Year 2016, a 6 percent increase.

In 2015, the Maryland General Assembly passed SB 862 (Chapter 389), which requires that the state budget appropriate 100 percent of park revenues beginning in Fiscal Year 2018 toward the support of state park operations and related administrative costs. As a result, the Maryland Park Service is positioned to benefit from additional special funding for its operating budget, which will strengthen its fiscal sustainability.

Public-Private Enterprises: Maryland State Parks are engaged in numerous public-private partnerships that support the park’s mission, including: generating revenue, attracting private funding, reducing operating costs, and, providing beneficial public services. Public-private enterprise lease terms range from long-term leases of 25 years or greater to short-term leases of three-to-five years.



Fair Hill Races

The service is actively pursuing new opportunities to advance public-private enterprise partnerships. The priority for these efforts is focused on balancing a public service mission with the benefits of working cooperatively with the private sector to strengthen mission outcomes. Projects that are complementary, but generally outside the agency's core mission or

that exceed the agency's operational capabilities and budget, present potential scenarios that are beneficial for a public-private partnership. However, core mission services will not be outsourced if the outcome would result in higher fees charged to park visitors or a significant departure from the agency's Brand Promise.

The restoration and management of historic structures continues to be viewed as a top opportunity for public-private enterprise partnerships. Preserving historic sites and providing public access is a core mission of the Maryland Park Service; however, the management and maintenance of historic buildings for public uses, such as weddings, restaurants and inns is outside government's traditional role and operational capabilities.

Other examples of enterprise services that have potential for development include: guided horseback riding; high ropes course operation; adventure recreation rentals and guiding; bike rentals and shuttle service, and; charter boats and water sport rentals. Currently, most enterprise partnerships fall into one of four categories:

1. Revenue leases
2. Facility management agreements and leases (non-revenue generating)
3. Concession sales, services and rentals
4. Resident curatorships of historic homes

Revenue leases: The Maryland Park Service manages 298 agreements with private individuals, non-profit organizations and companies, generating \$1.4 million in annual revenue for the Forest or Park Reserve Fund. The following are examples of the wide variety of leases managed by the service, which generate income for the state, including: agricultural leases on 10,401 acres, the Fair Hill Training Center at Fair Hill Natural Resources Management Area, the Elkridge Furnace Inn at Patapsco Valley State Park, the Graham Equestrian Center at Gunpowder Falls State Park, and the Rocky Gap Casino & Golf Course at Rocky Gap State Park.



Facility Management Agreements and Leases: Facility management agreements and leases are often employed in order to provide services that benefit the service's core mission, while generating revenue to contribute to covering operating expenses. These public-private partnerships enable government to extend services that provide substantial and broad public benefits, such as environmental education, historic preservation and outdoor recreation for children with disabilities, with a focus on both affordability and fiscal sustainability.

Examples of long-term leases and management agreements controlled by the service at historic sites include Rackliffe House, Steppingstone Museum, Mt. Aventine Historic Mansion, Greenwell Manor House, Mt. Airy Historic Mansion and Turkey Point Lighthouse. Other facility management leases with non-profit organizations that are financially self-sustaining and provide important public services, include:

- | | |
|---|----------------------------|
| 1. Greenwell Foundation | Greenwell State Park |
| 2. Sassafras Environmental Education Center | Sassafras NRMA |
| 3. Warrior Canine Connection | Seneca Creek State Park |
| 4. Phoenix Wildlife Rehabilitation Center | Gunpowder Falls State Park |
| 5. Jerusalem Mill Historic Area | Gunpowder Falls State Park |
| 6. Steppingstone Farm Museum | Susquehanna State Park |

Concession Enterprises: State parks are unique from most government agencies in that they provide a variety of retail services to enhance the visitor experience, including: campground stores; paddleboat and motorboat rentals; marina stores; recreation instruction, and; merchandise and food sales. These value-added services are managed either by the service or through a revenue contract with a private business.

In Fiscal Year 2016, the Maryland Park Service maintained concession agreements with seven different private businesses, generating \$186,024 in revenue for state parks. These concession contracts are competitively bid and awarded due to the level of profit generation realized. Private businesses provide myriad popular services, including the following:

PRIVATE STATE PARK CONCESSIONS

<u>State Park</u>	<u>Operator</u>	<u>Service</u>	<u>Fiscal 2016 Revenue</u>
Assateague	Layton's Umbrellas	Umbrellas	\$ 1,085
Deep Creek Lake	WISP / Everbright Pacific	Merchandise and food sales, boat rentals	\$ 18,304
Cunningham Falls	Lakeside Concessions	Camp Store, Lakeside Store, Lakeside Grill	\$ 41,153
Greenbrier	Jay Vending	Boat Rental, Beach Store, Concessions	\$ 34,254
Gunpowder Falls	Ultimate Watersports	Boat rentals	\$11,706
Sandy Point	Jay Vending	Food, Beach chairs, Umbrellas	\$ 76,804
Swallow Falls	Lakeside Creamery	Ice Cream Trailer	\$ 2,718
		Total	\$186,024

Concession operations managed by the service are those that have not attracted private sector interest, but provide important customer service value. These concessions are operated as financially self-sustaining programs supported by a dedicated appropriation. In Fiscal Year 2016, 19 state parks operated concession services with a \$1.9 million appropriation, generating \$2.1 million in revenue and realizing a \$200,000 profit.

Resident Curatorships: The department's Resident Curatorship Program manages nearly 60 curatorships across state lands, the majority of which are in state parks. The program provides individuals with life estates in return for significant investments in restoring historic structures on public lands. As a result, the state is able to preserve important historic houses at virtually no cost to taxpayers.



Park Visitor Use Fees: The Maryland Park Service utilizes a demand-based pricing strategy to collect user fees from visitors to generate revenue for the Forest or Park Reserve Fund. This strategic approach is aligned with the founding principles developed and published by Drs. John Crompton and Charles Lamb, Texas A&M University, *Marketing Government & Social Services* (1986) that guide the modern state park industry today. A founding principle is that parks should be affordable and equitable to all residents with a gradient of cost recovery management:



The practical application of these cost recovery principles means that a visitor to a state park will pay more to camp with their Recreational Vehicle on a holiday weekend, using electric and water hook-ups, than a visitor who seeks to hike or picnic at a natural or historic state park with limited infrastructure beyond trails to an inspiring view.

In 2012, the Maryland Park Service enlisted the services of PROS Consulting, Inc., a nationally recognized firm with 15 years of experience specializing in strategic planning and financial analysis of recreation and park systems. They were tasked with evaluating the financial performance and capacity of Maryland state parks in the context of the state park industry and against other peer state park systems.

Report Recommendations

In response to the issues raised by the Joint Chairmen's Report, the department submits the following four key recommendations and estimated timelines in support of a *Strategic Park Investment Plan* to increase the capacity of Maryland's state park system and to enhance its fiscal sustainability:

1. Retain commitment made by the Hogan administration and the General Assembly to invest \$40 million of Program Open Space funds beginning in Fiscal Year 2019 in the Natural Resource Development Fund and the Critical Maintenance program. This investment will provide needed funding to achieve recreation improvements that enhance the park visitor experience, expand the state park system capacity and generate new revenue. Funding will be phased from Fiscal Year 2019 through Fiscal Year 2025.
 - The Maryland Park Service is actively working with the department's Engineering & Construction and Land Acquisition and Planning units to develop a 10-year Capital Improvement Program for annual review and approval. Included in the planning process is the department's recreation and open space gap analysis outlined in the Maryland Land Preservation and Recreation Program.
 - The efficient and effective expenditure of additional Natural Resource Development Funds and critical maintenance monies will depend on

allocating departmental resources to support staffing needs in the Engineering and Construction unit.

2. Hire a business development manager in order to foster more public-private enterprise partnerships and corporate partnerships that improve fiscal sustainability while supporting the Maryland Park Service's core mission and Brand Promise. A manager would further strengthen opportunities for:
 - Leveraging more public-private partnerships to extend the state's capacity to improve park infrastructure, preserve historic buildings and provide visitor services.
 - Advancing additional new partnerships with local governments to enhance operations and amenities. A current pilot effort underway at Chapel Point State Park may provide a strong model for future opportunities.
 - Pursuing corporate sponsorships to support one-time projects and park events and programs with high visitation draw to help offset expenses.
 - Improving the quality and profitability of Maryland Park Service concessions to enhance the agency's ability to better re-invest profits to improve customer service, expand services and enhance fiscal sustainability.
 - Developing park-based financial management systems to track cost recovery and revenue generating opportunities.
3. Research strategies to reduce lines and wait times at the gates of busy parks. Strategies may also have an associated benefit of reducing cash handling responsibilities, which will reduce costs and improve efficiency and safety. Strategies may include:
 - Purchase of a park pass at the time of vehicle registration. Several states have adopted programs whereby residents voluntarily purchase a park pass from the vehicle administration. The pass appears as the letter "P" on individual license plates, which allows the pass holder unlimited entrance to parks until the vehicle registration is renewed.
 - Transitioning to a flat rate per vehicle charge instead of a per person charge for vehicles with more than two people.
 - Investigation of a day use reservation system for select parks on busy weekends and holidays.
4. Continue working toward funding implementation of the *2013 Five-Year Strategic Plan* recommendations to support public safety, park operations and critical maintenance funding.
5. Continue to work with the state park system's 23 affiliated, non-profit friends groups and other supporting stakeholder organizations to raise private funds to support a wide variety of operational needs in the state parks.

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Maryland General Assembly:

The Honorable Senator Thomas V. Middleton

The Honorable Delegate Tawanna Gaines

Governor's Park Advisory Commission:

Chair, Deborah Carter	President, Maryland Association of Campgrounds Owner Buttonwood Beach RV Resort
Sandy Marauchi-Turner	Cecil County Tourism
Gabriel Alborno	Director, Montgomery County Parks
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The Conservation Fund

Bill Crouch, Maryland State Director

APPENDIX

***Implementation of the
2013 Maryland Park Service Five-Year Strategic Plan
Based on the Availability of Resources***

Recommendation	Status
<i>Staffing</i>	
Phase in the approval of 70 additional PINs in fiscal 2015 - 2021. (Target: 10 new PINs per year)	Pending due to limited budget resources but this is viewed as a high priority and critical item necessary in meeting our goals. Three long-term contractual employees approved in fiscal 2017 as an interim measure.
Approve PINs to staff the new Harriet Tubman Underground Railroad State Park.	Completed. Five new positions approved in fiscal 2017.
Phase in an additional \$5.6 million for seasonal contractual staff over 4 years during the fiscal 2015 - 2018 period.	Seasonal contractual staff expenditures declined by a total of \$553,442 between FY 2014 and FY 2016. The FY 2017 operating budget is 4% greater than FY 2016.
Provide additional \$420,000 annually for long-term contractual Maryland Conservation Corps employees.	25 percent completed. \$105,000 appropriated in fiscal 2015. No additional funding appropriated in fiscal 2016.
Approve a new PIN to hire a Business and Marketing Manager.	Position approved. Hiring and recruitment in process. Funding secured.
Appropriate \$3.5 million during fiscal 2015 - 2018 period to establish a seasonal park police force in the Natural Resources Police. (Target: \$875,000 annual appropriation)	Pending due to limited budget resources.
Approve new PINs to separate management of the Southern Maryland Recreational Complex.	Pending due to limited budget resources.

Approve new PIN to separate management of Elk Neck and Fair Hill by hiring a new Park Manager. Completed by re-purposing an existing PIN from the MPS HQ operation.

Approve a new PIN to add an assistant park manager at Rocks State Park. Pending due to limited budget resources.

Approve new PINs to staff Newtowne Neck State Park, which opened in 2016. Long-term contractual Ranger hired as an interim measure.

Vehicles, Supplies and Equipment

Provide \$4.6 million in new funding during the fiscal 2015 - 2018 period to replace aging, unreliable and unsafe vehicles and provide vehicles for anticipated new staff. (Target: \$1.15 million per fiscal years 2015-2018) Additional funding was appropriated in fiscal 2015 to replace 30 vehicles, representing 11 percent of the MPS fleet (10-year replacement rate). Due to limited funding, no new vehicles purchased by the Park Service in fiscal 2016. Expenditures increased by a total of \$184,000 between FY 2014 and FY 2016.

Provide \$2.2 million in new funding during the fiscal 2015 - 2018 period for durable goods and materials. (Target: \$550,000 per fiscal year) Expenditures decreased by a total of \$1.5 million between FY 2014 and FY 2016. The FY 2017 operating budget is 4% greater than FY 2016.

Provide \$4.3 million in new funding during the fiscal 2015 - 2018 period for new heavy equipment. (Target: \$1.07 million per fiscal years 2015-2018) Additional funding was appropriated in 2015 to replace seven pieces of heavy equipment. Park Service not able to purchase new heavy equipment in fiscal 2016. Expenditures increased by a total of \$189,000 between FY 2014 and FY 2016.

Establish an emergency maintenance fund of \$400,000 annually. Pending due to limited budget resources.

Fiscal Sustainability

Develop park-based financial management systems to track cost recovery and revenue generating opportunities. Business & Marketing Manager recruitment is in process and will fulfill this objective.

Capital Infrastructure

With MHT, develop strategic plan to Collaboration with MHT is ongoing.

prioritize and fund restoration of historic sites.

Received \$100,000 MHT grant to document historic structures in certain parks. Strategic plan under development.

Develop a five-year strategic plan to fund energy efficiency and alternative energy facility improvements with MEA.

Collaboration is ongoing. Received \$450,000 MEA grant funding to implement energy improvements.

Advance a five-year strategic plan to prioritize and fund water and wastewater system upgrades with MES.

Five-year planning is ongoing with MES. Meet annually with MES to identify priorities. Support for projects is dependent on fiscal situation.

Work with DBM to prioritize capital and critical maintenance projects to address aging infrastructure upgrades and a \$40 million project backlog.

The Administration is dedicating \$40 million in new POS funding over six years (Fiscal Year 2019 through Fiscal Year 2025).

Strategic Planning

Develop a 10-Year Strategic Plan which addresses needed master plan improvements and future expansion to meet visitation demands and customer service goals.

Under development. Strategic Management Plans have been completed for five (5) parks in fiscal 2016. An additional six (6) plans will be completed in fiscal 2017. Completion of park plans will be used to develop a State Park System Strategic Plan.

Maryland Park Service
DNR Requested Master Plan Projects
November 2016

Disclaimer: As noted below, some of the projects outlined are at the feasibility study or preliminary concept stage and will require further planning and review with allied State agencies, as well as, review and input by stakeholders and the general public. Proposed capital improvements will depend on the availability of capital and, in some cases, operating funds to staff and maintain the new facility or property improvements. Projects that are currently approved or planned for funding in the Natural Resource Development Fund are highlighted in red.

New or Improved Waterfront Beaches

State Park	Description	County
Sandy Point	Renovate waterfront plaza CIP FY 2013; install solar & energy efficient facilities CIP FY2013	Anne Arundel
Cunningham Falls	Replace beach restroom, renovate nature center, restore beach facility, improve stormwater management. CIP FY2014-18	Frederick
Seneca Creek	At feasibility study stage. Planning to construct a new swimming beach at Clopper Lake to include entrance, parking, beach restroom & concession building.	Montgomery
Elms property	At feasibility study stage. Investigate establishing new State Park with swimming beach on Chesapeake Bay; lease currently held by St. Mary's County;	St. Mary's
Elk Neck	At preliminary concept stage. Work with North Bay to adjust shoreline protection to restore sand to existing beach.	Cecil
Bill Burton Fishing Pier	At preliminary concept stage. Determine feasibility of establishing a guarded swimming beach & picnic area on Bill Burton Fishing Pier State Park and/or Sailwinds Park.	Dorchester & Talbot

New Picnic Areas & Facilities

Sassafras	Design phase - Construct new picnic shelter; restroom; maintenance building, youth group camp area; perimeter pond trail. CIP FY2019	Kent
Point Lookout	New picnic area at Lighthouse point; CIP TBD	St. Mary's
Elk Neck	New bathhouse at beach area CIP FY2013-15, and 2016	Cecil
North Point	Expand waterfront picnic area by removing structures, restoring shoreline	Baltimore
Patuxent properties	At feasibility study stage. Possible new waterfront picnic sites and water access points on Hall Creek, Hallowing Point, Kings Landing, Indian Creek, Maxwell Hall and other Pax River sites	Prince George's & Calvert
Chapel Point	Improve boat launch & waterfront recreation experience through a lease partnership with Charles County	Charles
Elk Neck - Mauldin	At preliminary concept stage. Renovate CCC picnic shelter; improve area for picnic use	Cecil
St. Mary's Lake	At preliminary concept stage. Improve existing parking and picnic area on lake	St. Mary's
Patapsco	New restroom at McKeldin Area	Baltimore
Rocks	New restroom at Rock Ridge Area	Harford
Hallowing Point	Develop new picnic area on Patuxent River and possible car top boat access.	Calvert

New Playgrounds

Sandy Point	Replace dismantled playground CIP FY2013	Anne Arundel
Elk Neck	Replace North East Beach tire playground	Cecil
Janes Island	Replace dismantled playground	Somerset
Smallwood	Replace playground in campground	Charles
Tuckahoe	Replace tire playground	Talbot

New Boat Access

Wye Island	Construct new canoe/kayak launch; project in design; partially funded with federal national trail grant	Queen Anne
Deep Creek Lake	At preliminary concept stage. New land acquisition necessary to establish another public boat launch	Garrett
Franklin Point	At preliminary concept stage. New canoe/kayak launch; possible partnership with AA County	Anne Arundel

Expanded Trail Systems

Garrett State Forest	Expand trail system 25 miles; CIP FY2016 and FY 2018	Garrett
Deep Creek Lake	Expand trail system by 10 miles (5 miles completed) CIP FY2013-16 and FY 2018	Garrett
Patapsco Valley	Construct McKeldin Trail bridge CIP FY2017; improve area trails	Baltimore
Big Run	At preliminary concept stage. Expand trail system by ~5 miles	Garrett
North Hills	At preliminary concept stage. Dependent on successful land acquisition. Improve existing trail system ~25 miles	Garrett
Wills Mountain	At preliminary concept stage. Establish primitive trail system ~5 miles. Dependent on land acquisition to support public access.	Allegany
Fort Frederick	At preliminary concept stage. Connect park to WMRT	Washington
Civil War Rail Trail	At preliminary concept stage. Develop feasibility study to develop sections of new Weaverton-Roxbury former rail line.	Washington
Point Lookout	Improve 1 mile trail from causeway to lighthouse.	St. Mary's
Upper Chesapeake Rail Trail	Construct rail trail bridge at Tuckahoe State Park (funded with federal TEP); construct remainder of rail trail system to Easton (At preliminary concept stage)..	Talbot
Palmer	NRT grant secured to design & construct ~ 5 miles	Harford
Woodmont	At preliminary concept stage. Expand trail system by 5 miles	Washington

New Campgrounds & Related Facilities:

New Germany	Replace campground bathhouse. CIP FY 2019	Garrett
Fair Hill	Expand existing campground & upgrade water & electric service. CIP FY2017-19	Cecil
Pocomoke	Construct (2) bathhouses CIP FY2020-21	Worcester
Smallwood	Add (5) campsites and renovate bathhouse CIP FY18-20	Charles
Rocky Gap	Expand electric service to campground. CIP FY 2021	Allegany
Herrington Manor	At preliminary concept stage. Identify location within State Forest or new acquisition adjacent to SF to establish a new state park campground and/or cabins	Garrett
North Hills	At preliminary concept stage. New land acquisition to include campground.	Garrett
Dans Mountain	At preliminary concept stage. New land acquisition to construct campground.	Allegany
Green Ridge SF	At preliminary concept stage. Identify location within State Forest or new acquisition adjacent to SF to establish a new state park campground and/or cabins	Allegany
Gunpowder Falls	At preliminary concept stage. Hereford Area - new land acquisition to establish a new state park campground and/or cabins to connect with TCB rail trail	Baltimore
Tuckahoe	At preliminary concept stage. Add a campground loop or full service cabins in Cherry Lane, provide water & electric	Caroline
Nanticoke River	At feasibility study stage. New land acquisition; campground facility would support Harriet Tubman UGRR State Park	Dorchester
St. Inigoes State Forest	At feasibility study stage. Identify location within SF to establish a new state park campground and/or cabins	St. Mary's
St. Mary's Lake	At feasibility study stage. Investigate potential for a new campground on lake	St. Mary's

Renovations and New Cabins:

Janes Island	Renovate (3) cabins and build (1) new cabins. Demolish former Murray house and construct fifth cabin. Four cabins	Somerset
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	funded in CIP FY2014.	
Elk Neck	At preliminary concept stage. Restore and replace (7) CCC cabins	Cecil
Pocomoke or Tuckahoe	At feasibility study stage. Investigate potential construction of full-service cabins in one campground loop	Worcester
New Germany	At feasibility study stage and dependent on new land acquisition.	Garrett
Herrington Manor	At feasibility study stage and dependent on new land acquisition.	Garrett

New Nature Lodges:

Wye Island	Renovate and expand existing lodge to provide a higher quality visitor experience	Queen Annes
Janes Island	Renovate and expand existing lodge to provide a higher quality visitor experience	Somerset

Other Park Lodging:

Fair Hill	Renovate (2) farm houses for public rental (former Skinner and Beers houses)	Cecil
Rocky Gap	Renovate Chalet to enhance visitor experience	Allegheny

Historic Site Restoration Projects

New Germany	Renovate CCC Rec Hall, (2) CCC pavilions; replace restroom. CIP FY2014-19	Garrett
Fort Frederick	Repoint fort walls. CIP FY 2016; construct a restroom facility for day use area. CIP FY 2015-16	Washington
Susquehanna	Renovate Carriage House as new visitor interpretive center. CIP FY 2019	Harford
Mt. Aventine	Restore and upgrade mansion to accommodate public events; parking CIP FY TBD	Charles
Point Lookout	Restore Lighthouse, buoy sheds as interpretive center & events, picnic on waterfront. CIP FY14-18	St. Mary's
Sang Run	Restore Polling House. CIP FY?	Garrett

Washington Monument	At preliminary concept stage. Renovate CCC house as new visitor interpretive center.	Washington
Cunningham Falls	Renovate CCC concession building in waterfront swimming area	Frederick
Indian Creek	At feasibility study stage. Camp Stanton - former African American Civil War encampment; archaeology; interpretive plan; picnic & trails on waterfront	Charles
Fort Tonoloway	At preliminary concept stage. Develop picnic area & interpretive way signage.	Allegany

Possible Future State Parks

Sang Run	At preliminary concept stage. Develop as an historic site to interpret Youghiogheny River & Appalachian Heritage with visitor center, historic country store & polling house, boat launch & picnic shelter on river; trails	Garrett
North Hills	At preliminary concept stage. Develop site as a multi-use park featuring ORV trails & campground on Potomac River; pending acquisition	Garrett
Frederick Douglass Birthplace & Rail Trail	At preliminary concept stage. New acquisition; birth site at Tappers Corner	Talbot
Nanticoke River	At preliminary concept stage. New acquisition; develop a campground situated on Nanticoke River; support Harriet Tubman UGRR visitation	Dorchester
Chesapeake Bay	At preliminary concept stage. Convert current DNR Elms Property; currently leased waterfront to St. Mary's County	St. Mary's
Assateague	Seeking land acquisition opportunities to establish new waterfront recreation and camping.	Worcester
Bohemia River	Possible land acquisition opportunity to provide waterfront access on upper shore,	Kent
Camp Stanton	At preliminary concept stage. Acquire property of former African American Civil War encampment; interpretation	Charles

Other:

Patapsco	Remove Bloede Dam CIP FY2014-18	Baltimore
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2014/2015 CUSTOMER SATISFACTION SURVEY RESULTS

2014 Total Responses – 4,236

2015 Total Responses – 4,357

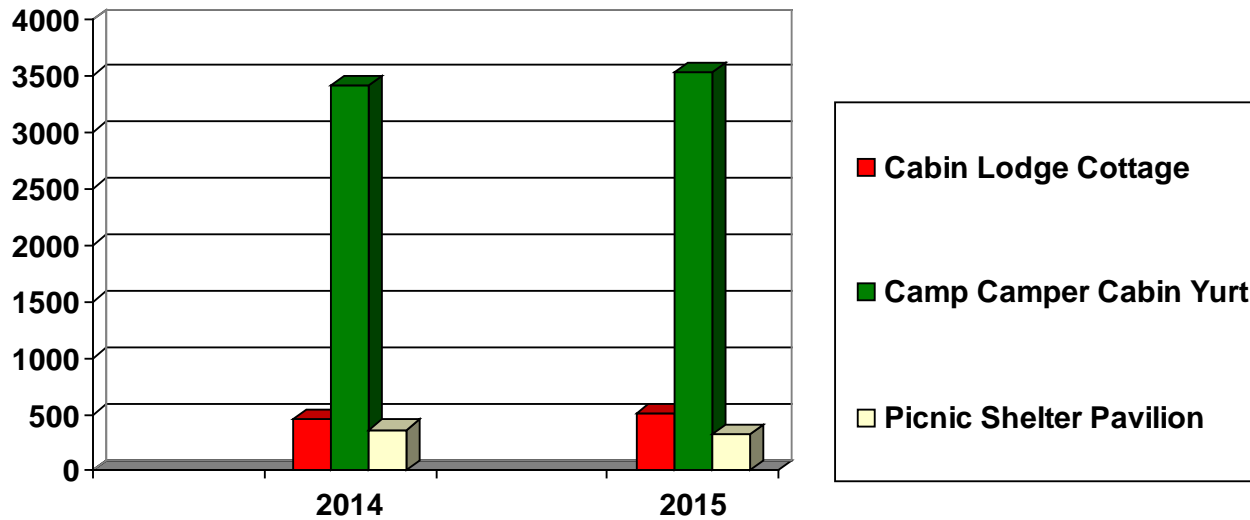


TYPE OF STAY?



Answer Choices	2014	Responses
Cabin/Lodge/Cottage		10.93% 463
Camping/Camper Cabin/Yurt		80.43% 3,407
Picnic Shelter/Pavillon		8.64% 366
Total		4,236

Answer Choices	2015	Responses
Cabin/Lodge/Cottage		11.54% 503
Camping/Camper Cabin/Yurt		81.06% 3,532
Picnic Shelter/Pavillon		7.39% 322
Total		4,357



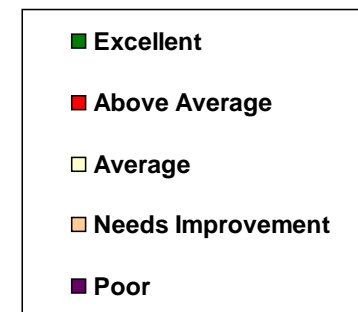
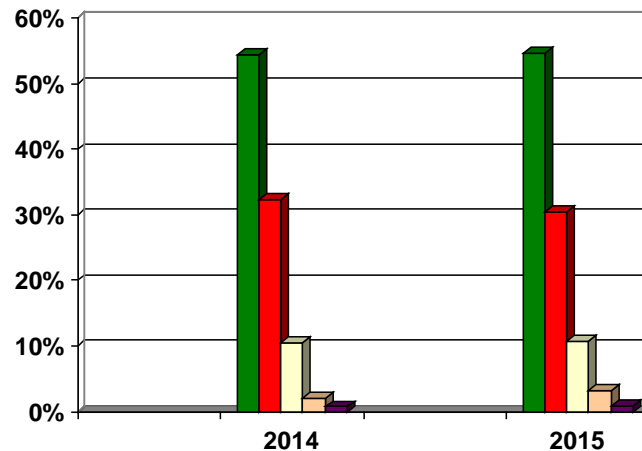
How did we do?

2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Overall, how would you rate your visit?	0.76% 32	2.03% 86	10.43% 441	32.40% 1,370	54.39% 2,300	4,229
Overall, how well did we meet your expectations?	1.02% 43	2.66% 112	12.27% 516	32.02% 1,347	52.03% 2,189	4,207
How do you rate the value of the service we provided for the price we charged?	1.36% 57	3.93% 165	18.08% 759	27.54% 1,156	49.08% 2,060	4,197

2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Overall, how would you rate your visit?	0.90% 39	3.17% 137	10.81% 468	30.48% 1,319	54.64% 2,365	4,328
Overall, how well did we meet your expectations?	0.90% 39	3.38% 146	12.60% 545	30.90% 1,336	52.22% 2,258	4,324
How do you rate the value of the service we provided for the price we charged?	1.18% 51	3.68% 159	17.16% 741	26.71% 1,153	51.26% 2,213	4,317



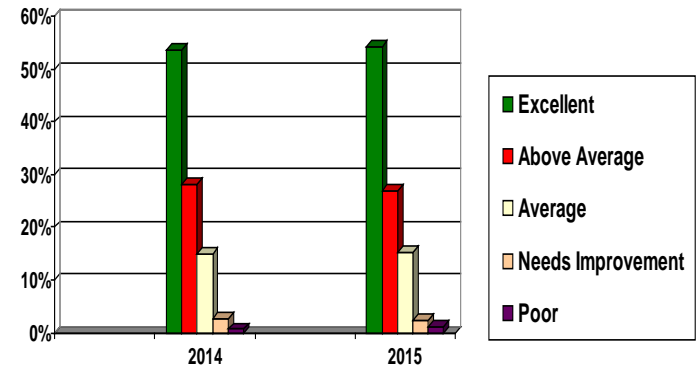
Overall Rate Your Visit



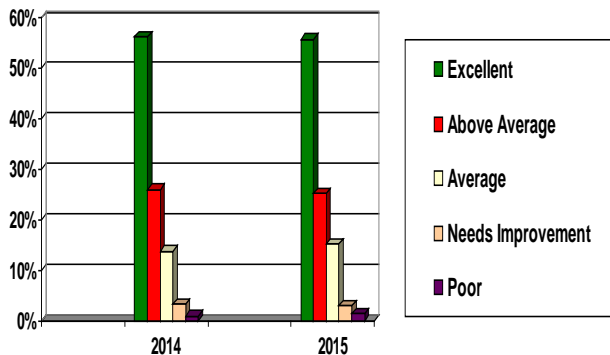
How was our customer service?

2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Staff was knowledgeable	0.63% 26	2.67% 110	14.85% 611	28.22% 1,161	53.62% 2,206	4,114
Staff was helpful	0.78% 32	2.26% 93	13.83% 570	27.21% 1,121	55.92% 2,304	4,120
Staff was friendly	0.87% 36	2.10% 87	10.52% 435	26.28% 1,087	60.23% 2,491	4,136
Staff was available	1.02% 42	2.85% 117	16.37% 672	25.97% 1,066	53.78% 2,207	4,104
Staff made me feel welcome	1.32% 54	2.46% 101	13.91% 571	24.62% 1,011	57.70% 2,369	4,106
Staff made visit more enjoyable	1.58% 64	3.29% 133	20.70% 838	24.43% 989	50.00% 2,024	4,048
Convenience of making reservations	0.94% 39	3.19% 132	13.77% 569	25.91% 1,071	56.18% 2,322	4,133

Staff was knowledgeable



Convenience of Making a Reservation

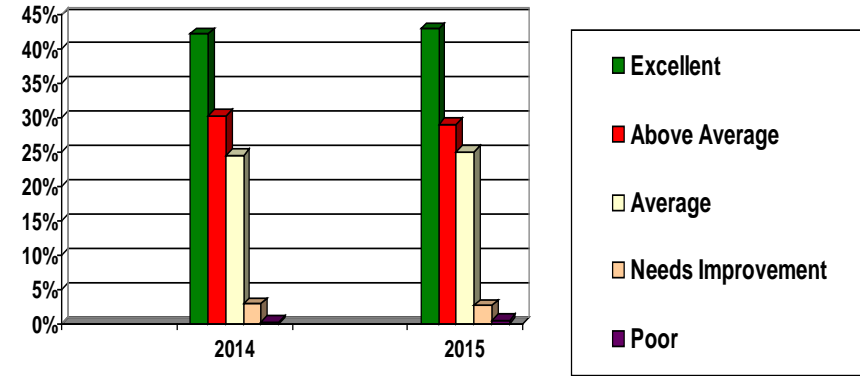


2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Staff was knowledgeable	1.05% 44	2.42% 102	15.33% 645	26.97% 1,135	54.23% 2,282	4,208
Staff was helpful	1.11% 47	2.70% 114	13.43% 567	25.93% 1,085	56.83% 2,400	4,223
Staff was friendly	1.28% 54	2.27% 96	11.04% 466	25.09% 1,059	60.31% 2,545	4,220
Staff was available	1.52% 64	3.38% 142	16.38% 688	24.98% 1,049	53.74% 2,257	4,200
Staff made me feel welcome	1.50% 63	3.34% 140	13.41% 563	24.14% 1,013	57.61% 2,418	4,197
Staff made visit more enjoyable	1.75% 73	3.76% 157	19.98% 833	24.70% 1,030	49.81% 2,077	4,170
Convenience of making reservations	1.27% 54	2.92% 124	15.05% 639	25.11% 1,066	55.64% 2,362	4,245

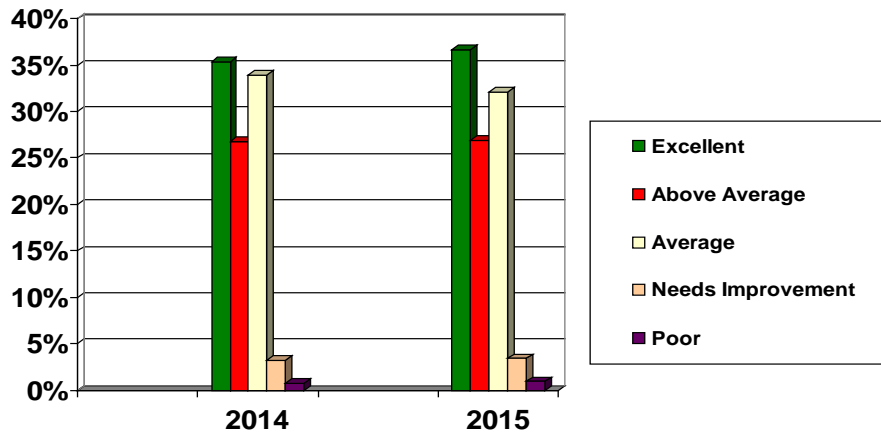
How would you rate the park features?

2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Park entrance appearance	0.24% 10	2.77% 116	24.53% 1,026	30.27% 1,266	42.18% 1,764	4,182
Interpretation of historic or cultural features	0.47% 15	3.07% 99	31.32% 1,009	28.37% 914	36.78% 1,185	3,222
Park interpretative programs	0.74% 21	3.19% 90	33.91% 957	26.79% 756	35.36% 998	2,822
Nature Center	0.99% 27	3.28% 90	32.34% 886	26.72% 732	36.68% 1,005	2,740
Visitor Center	0.98% 29	3.45% 102	32.33% 857	26.41% 773	37.13% 1,099	2,960
Playground	1.20% 36	4.73% 142	32.55% 978	26.39% 793	35.14% 1,056	3,005

Park Entrance Appearance



Park Interpretive Programs



2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Park entrance appearance	0.49% 21	2.58% 110	24.96% 1,066	29.04% 1,240	42.93% 1,833	4,270
Interpretation of historic or cultural features	0.56% 19	2.99% 102	30.53% 1,043	28.54% 975	37.38% 1,277	3,416
Park interpretative programs	0.96% 29	3.42% 103	32.07% 965	26.92% 810	36.62% 1,102	3,009
Nature Center	1.09% 32	4.50% 132	30.86% 905	27.07% 794	36.48% 1,070	3,933
Visitor Center	1.09% 34	3.92% 122	31.13% 968	27.01% 840	36.85% 1,146	3,110
Playground	1.02% 32	4.48% 140	32.70% 1,023	26.09% 816	35.71% 1,117	3,128

Please rate your cabin stay



2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Overall comfort	0.96% 5	5.20% 27	21.97% 114	26.20% 136	45.66% 237	519
Cleanliness	1.54% 8	3.28% 17	16.80% 87	23.94% 124	54.44% 282	516
Furnishings	1.04% 5	4.57% 22	30.98% 149	21.83% 105	41.58% 200	481
Beds	4.50% 21	12.85% 60	29.34% 137	17.13% 80	36.19% 169	487
Kitchen	1.87% 6	4.67% 15	21.18% 68	21.50% 89	50.78% 163	321
Bathroom	1.50% 6	7.00% 28	19.75% 79	22.75% 91	49.00% 196	400
Decor	1.00% 4	4.25% 17	32.25% 129	19.50% 78	43.00% 172	400
Check-in convenience	0.60% 3	3.62% 18	13.28% 66	20.93% 104	61.57% 306	497

2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Overall comfort	1.50% 9	5.15% 31	21.76% 131	26.58% 160	45.02% 271	602
Cleanliness	2.69% 16	4.88% 29	14.65% 87	25.59% 152	52.19% 310	594
Furnishings	1.06% 6	6.17% 35	24.51% 139	25.04% 142	43.21% 245	567
Beds	3.23% 18	9.34% 52	29.08% 162	22.26% 124	36.03% 201	557
Kitchen	2.13% 9	2.84% 12	19.91% 84	26.30% 111	48.82% 206	422
Bathroom	3.27% 16	7.55% 37	16.53% 81	25.31% 124	47.35% 232	490
Decor	1.63% 8	3.88% 19	28.16% 138	23.27% 114	43.06% 211	490
Check-in convenience	1.93% 11	3.86% 22	13.33% 76	24.04% 137	56.84% 324	570

Please rate your campsite stay



2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Campsite condition	0.67% 23	3.89% 134	20.74% 715	29.26% 1,009	45.45% 1,567	3,448
Camper Cabin condition	0.78% 5	2.82% 18	21.94% 140	23.35% 149	51.10% 326	638
Yurt condition	0.79% 3	2.10% 8	25.20% 96	19.95% 76	51.97% 198	391
Scenic setting	0.43% 14	2.17% 71	19.98% 654	29.97% 981	47.45% 1,553	3,273
Privacy	3.51% 119	10.00% 339	34.15% 1,158	23.71% 804	28.63% 971	3,391
Tranquility (quiet)	3.73% 128	7.73% 265	24.76% 848	29.45% 1,010	34.32% 1,177	3,429
Bathroom cleanliness	2.51% 84	6.21% 208	21.43% 718	30.77% 1,031	39.09% 1,310	3,351
Bathroom facilities	2.33% 78	8.13% 272	22.81% 763	28.64% 958	38.09% 1,274	3,345
Check-in convenience	1.01% 35	2.71% 94	17.56% 610	27.24% 946	51.48% 1,788	3,473

2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Campsite condition	0.81% 29	4.00% 143	19.34% 691	30.09% 1,075	45.76% 1,635	3,573
Camper Cabin condition	1.23% 9	3.83% 28	20.66% 151	24.76% 181	49.52% 362	731
Yurt condition	1.91% 9	2.75% 13	23.31% 110	20.97% 99	51.06% 241	472
Scenic setting	0.50% 17	1.89% 64	19.40% 656	29.84% 1,009	48.36% 1,635	3,381
Privacy	2.95% 102	8.81% 305	33.32% 1,154	24.98% 865	29.95% 1,037	3,463
Tranquility (quiet)	3.44% 122	6.69% 237	23.74% 841	29.78% 1,055	36.35% 1,288	3,543
Bathroom cleanliness	3.62% 125	7.07% 244	20.23% 698	29.01% 1,001	40.08% 1,383	3,451
Bathroom facilities	3.48% 120	7.65% 264	22.00% 758	27.65% 954	39.22% 1,353	3,450
Check-in convenience	1.20% 43	3.19% 114	16.89% 603	27.82% 993	50.90% 1,817	3,570

Please rate your picnic shelter

2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Condition of tables	1.12% 6	4.87% 26	30.71% 164	29.03% 155	34.27% 183	534
Condition of grills	3.61% 18	7.82% 39	31.46% 157	27.05% 135	30.06% 150	499
Scenic setting	1.33% 7	1.33% 7	13.90% 73	26.86% 141	56.57% 297	525
Restroom cleanliness	3.56% 18	4.55% 23	23.91% 121	28.66% 145	39.33% 199	506
Overall appearance	0.97% 5	1.93% 10	17.18% 89	33.40% 173	46.53% 241	518



2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Condition of tables	1.18% 6	7.68% 39	28.35% 144	27.95% 142	34.84% 177	508
Condition of grills	1.63% 8	9.55% 47	30.49% 150	25.41% 125	32.93% 162	492
Scenic setting	0.60% 3	2.78% 14	14.68% 74	27.18% 137	54.76% 276	504
Restroom cleanliness	3.54% 18	6.69% 34	19.69% 100	31.10% 158	38.98% 198	508
Overall appearance	0.59% 3	3.17% 16	16.83% 85	31.88% 161	47.52% 240	505

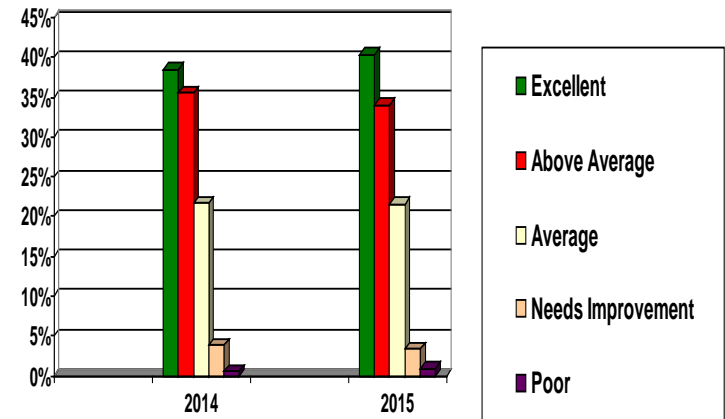
Please rate our trails

2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Condition of trails	0.51% 11	3.81% 83	21.64% 471	35.55% 774	38.49% 838	2,177
Trailhead appearance	0.42% 9	3.56% 76	25.70% 549	32.30% 690	38.01% 812	2,136
Trail signage	1.30% 28	7.78% 167	28.23% 606	29.16% 626	33.54% 720	2,147
Trail markings	1.26% 27	7.53% 161	28.71% 614	28.00% 599	34.50% 738	2,139
Scenery	0.09% 2	1.06% 23	15.16% 328	33.18% 720	50.51% 1,096	2,170
Overall trail experience	0.46% 10	1.89% 41	18.11% 392	36.40% 788	43.14% 934	2,165



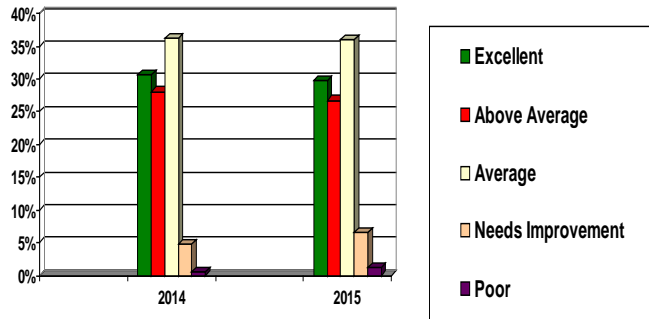
2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Condition of trails	0.84% 18	3.32% 71	21.49% 459	33.99% 726	40.36% 862	2,136
Trailhead appearance	0.96% 20	2.87% 60	24.02% 502	32.06% 670	40.10% 838	2,090
Trail signage	1.67% 35	7.34% 154	24.63% 517	29.78% 625	36.59% 768	2,099
Trail markings	1.48% 31	6.73% 141	24.77% 519	30.64% 642	36.37% 762	2,095
Scenery	0.47% 10	1.17% 25	13.45% 288	31.28% 670	53.64% 1,148	2,142
Overall trail experience	0.84% 18	2.06% 44	17.03% 363	33.07% 705	47.00% 1,002	2,132

Condition of our Trails



Please rate our park store

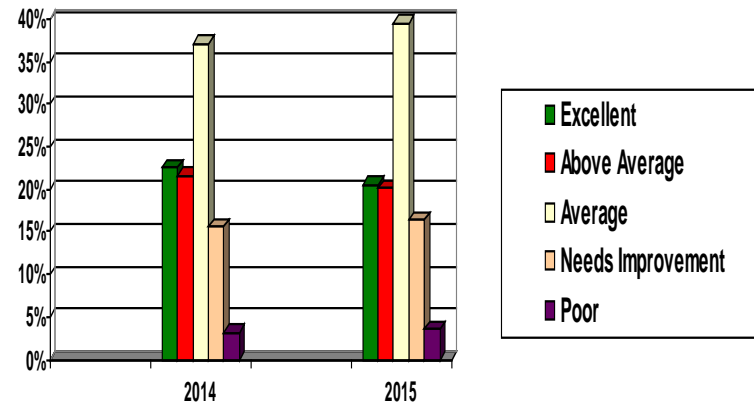
Park Store Appearance



2014	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Store appearance	0.52% 9	4.71% 81	36.13% 621	28.04% 482	30.60% 526	1,719
Cleanliness	0.12% 2	1.52% 26	28.19% 482	33.16% 567	37.02% 633	1,710
Food	1.91% 25	11.36% 149	41.08% 539	20.12% 264	25.53% 335	1,312
Merchandise selection	3.12% 51	15.61% 255	37.09% 606	21.66% 354	22.52% 388	1,634
Customer service	1.36% 23	4.31% 73	22.45% 380	30.24% 512	41.64% 705	1,693
Overall appeal	0.95% 16	6.57% 111	34.04% 575	29.25% 494	29.19% 493	1,689

2015	Poor	Needs Improvement	Average	Above Average	Excellent	Total
Store appearance	1.14% 19	6.55% 109	35.90% 597	26.70% 444	29.71% 494	1,663
Cleanliness	0.55% 9	2.61% 43	30.10% 496	31.80% 524	34.95% 576	1,648
Food	2.93% 37	13.70% 173	41.33% 522	18.69% 236	23.36% 295	1,263
Merchandise selection	3.49% 55	16.39% 258	39.52% 622	20.08% 316	20.52% 323	1,574
Customer service	1.53% 25	4.10% 67	22.96% 375	31.84% 520	39.56% 646	1,633
Overall appeal	1.77% 29	7.10% 116	35.07% 573	29.07% 475	26.99% 441	1,634

Park Store Merchandise Selection



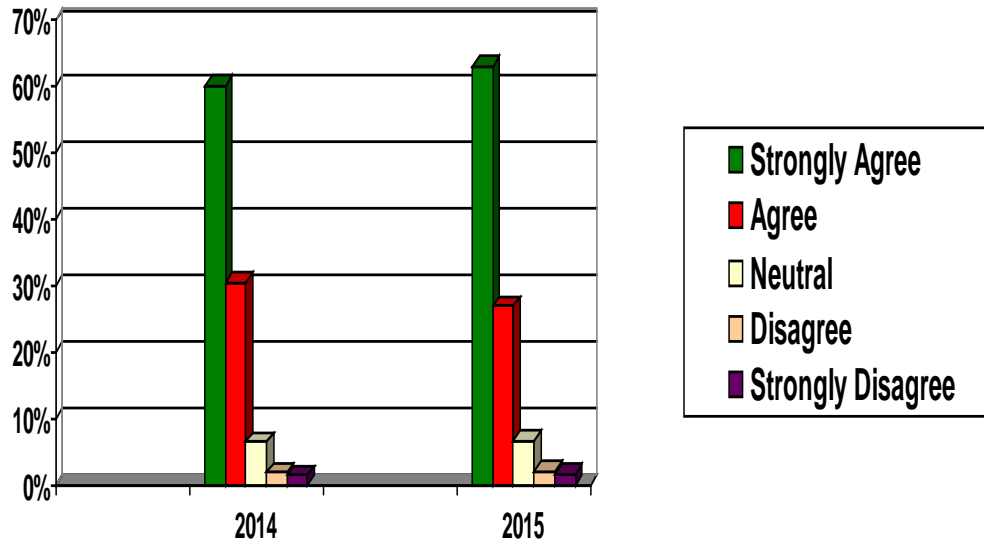
Tell us about your experience. Visiting this State Park is...

2014	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Something I want to do again	1.29% 54	1.86% 78	6.29% 264	30.45% 1,277	60.11% 2,521	4,194
Something I feel safe doing	0.29% 12	0.57% 24	2.80% 117	29.85% 1,248	66.49% 2,780	4,181
An important way to escape from stress and demands of daily life	0.58% 24	0.80% 33	6.13% 253	31.21% 1,287	61.28% 2,527	4,124
A good value	0.72% 30	2.38% 99	9.43% 393	31.77% 1,324	55.70% 2,321	4,187
One of the best ways to connect with nature	0.54% 22	1.66% 68	10.23% 419	35.69% 1,462	51.88% 2,125	4,096
Important to my health and feeling good	0.37% 15	1.14% 45	12.74% 515	35.44% 1,432	50.33% 2,034	4,041
A positive experience for my children	0.59% 18	0.73% 22	9.74% 295	27.44% 831	61.49% 1,862	3,028
One of the best ways to spend time with family	0.49% 18	0.84% 31	7.29% 268	31.65% 1,163	59.73% 2,195	3,675
A fun and effective way to learn about nature	0.38% 14	1.23% 46	13.13% 490	35.53% 1,326	49.73% 1,856	3,732
A meaningful way to experience culture and history	0.67% 24	3.06% 110	21.79% 783	32.59% 1,171	41.89% 1,505	3,593

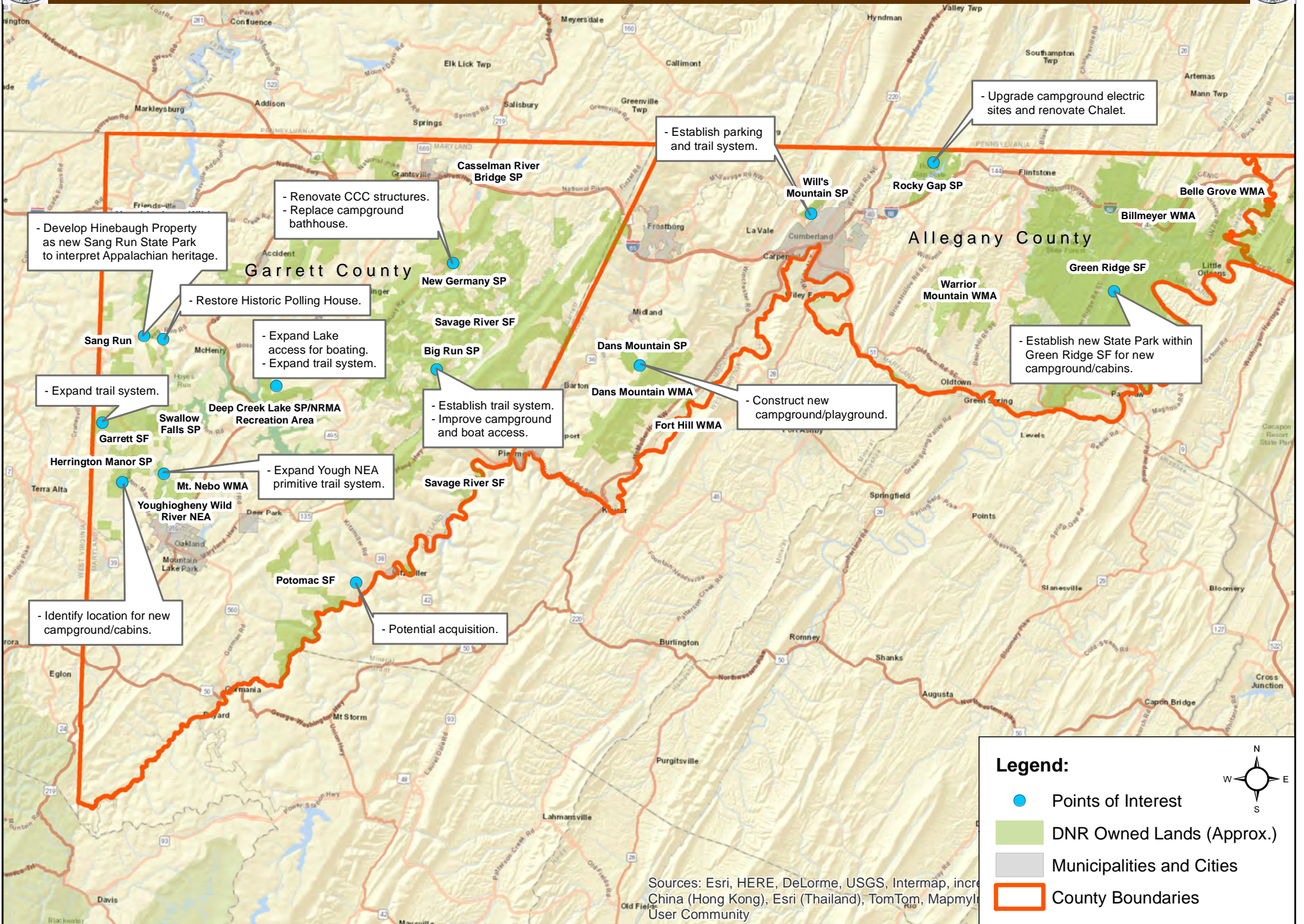


2015	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Something I want to do again	1.61% 69	2.06% 88	6.47% 277	26.78% 1,146	63.08% 2,699	4,279
Something I feel safe doing	0.47% 20	0.61% 26	2.46% 105	28.51% 1,218	67.95% 2,903	4,272
An important way to escape from stress and demands of daily life	0.54% 23	0.95% 40	5.79% 245	28.00% 1,165	64.72% 2,739	4,232
A good value	0.73% 31	2.12% 90	7.78% 331	29.90% 1,272	59.47% 2,530	4,254
One of the best ways to connect with nature	0.50% 21	1.28% 54	9.45% 398	32.11% 1,353	56.66% 2,387	4,213
Important to my health and feeling good	0.58% 24	1.06% 44	11.17% 465	32.22% 1,341	54.97% 2,288	4,162
A positive experience for my children	0.73% 28	0.80% 25	8.43% 265	23.58% 741	66.47% 2,089	3,143
One of the best ways to spend time with family	0.53% 20	0.66% 25	6.09% 231	28.46% 1,079	64.26% 2,436	3,791
A fun and effective way to learn about nature	0.63% 24	0.94% 36	10.57% 405	34.01% 1,303	53.85% 2,063	3,831
A meaningful way to experience culture and history	0.90% 33	2.27% 83	20.33% 742	29.51% 1,077	46.97% 1,714	3,649

Visiting This State Park is Something I Want to do Again!



MAP 1: GARRETT & ALLEGANY COUNTIES (WESTERN REGION)



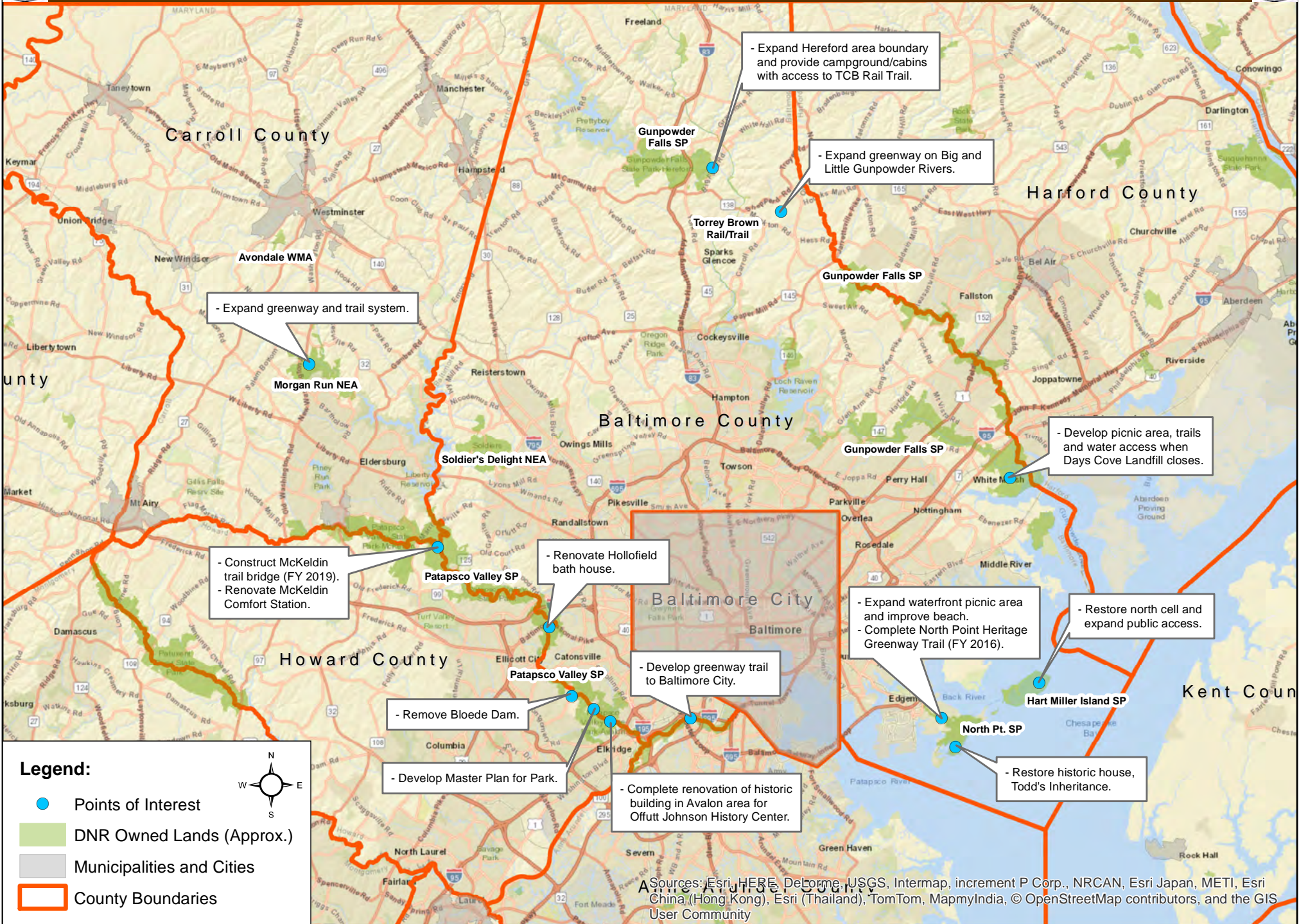
Legend:

- Points of Interest
- DNR Owned Lands (Approx.)
- Municipalities and Cities
- ▭ County Boundaries

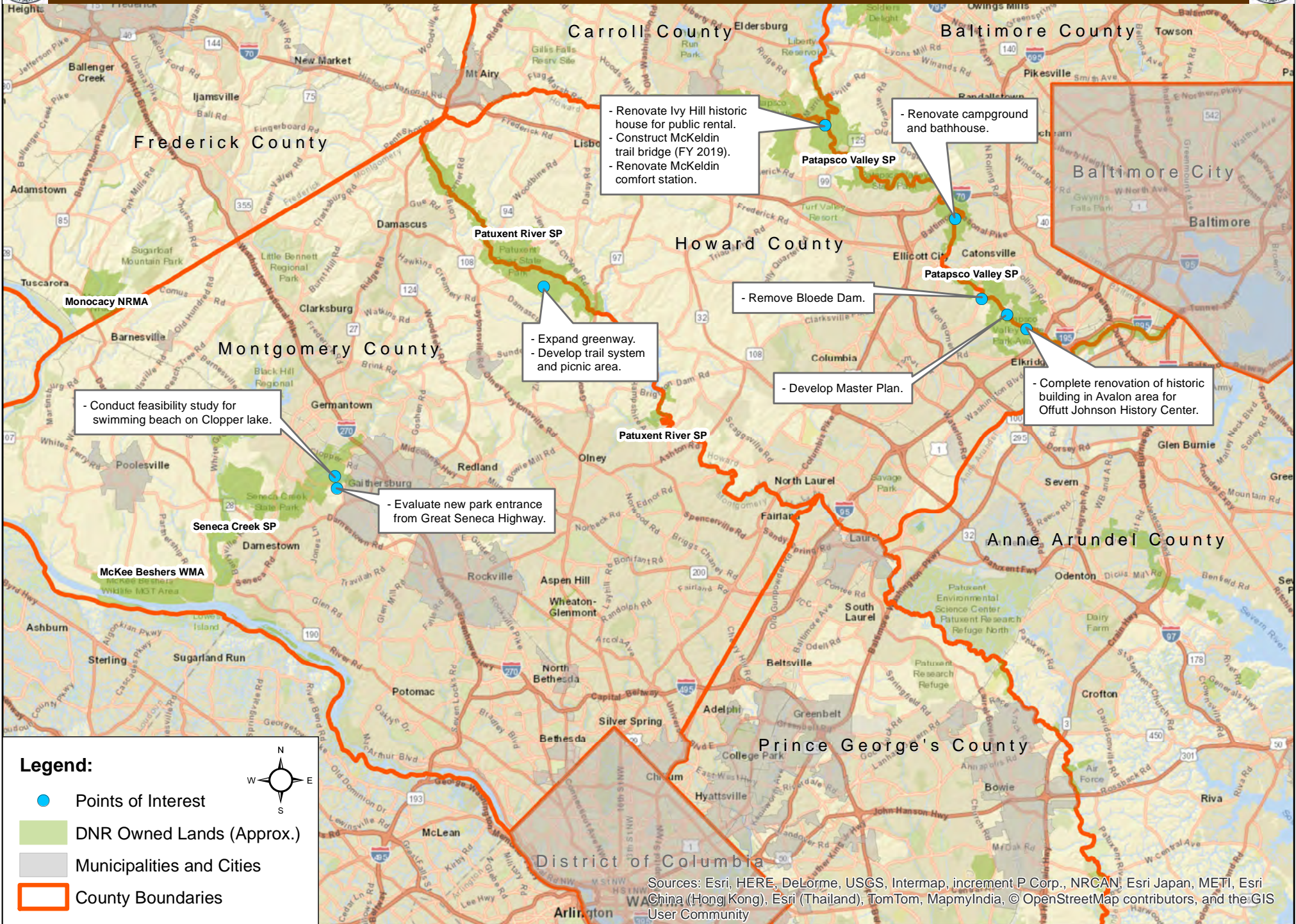
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., GEBCO, CNES/Airbus DS, USDA, AeroGRID, IGN, Esri, China (Hong Kong), Esri (Thailand), TomTom, Mapbox, Swatch, User Community



MAP 3: CARROLL & BALTIMORE COUNTIES (CENTRAL REGION)

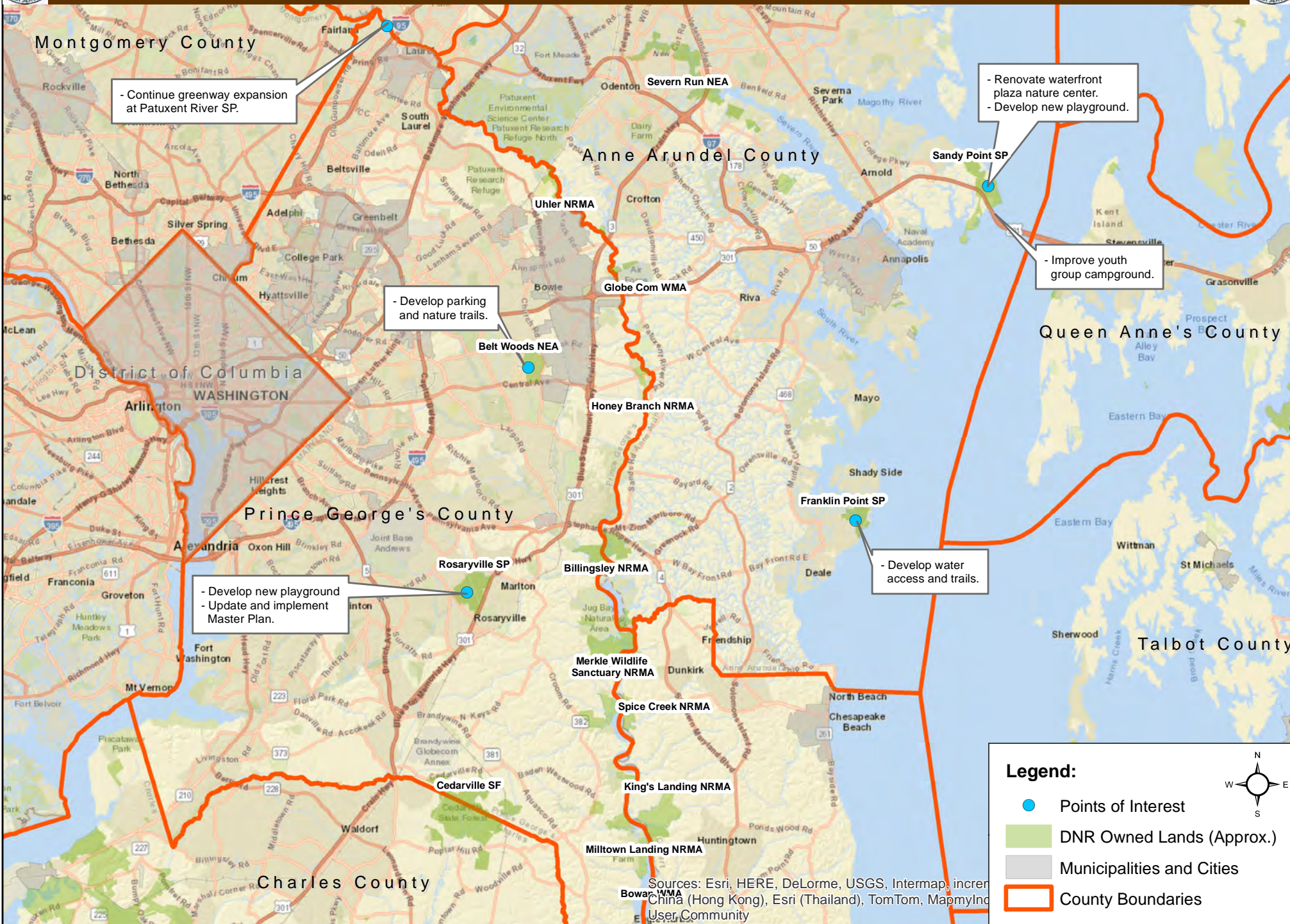


MAP 4: MONTGOMERY & HOWARD COUNTIES (CENTRAL REGION)



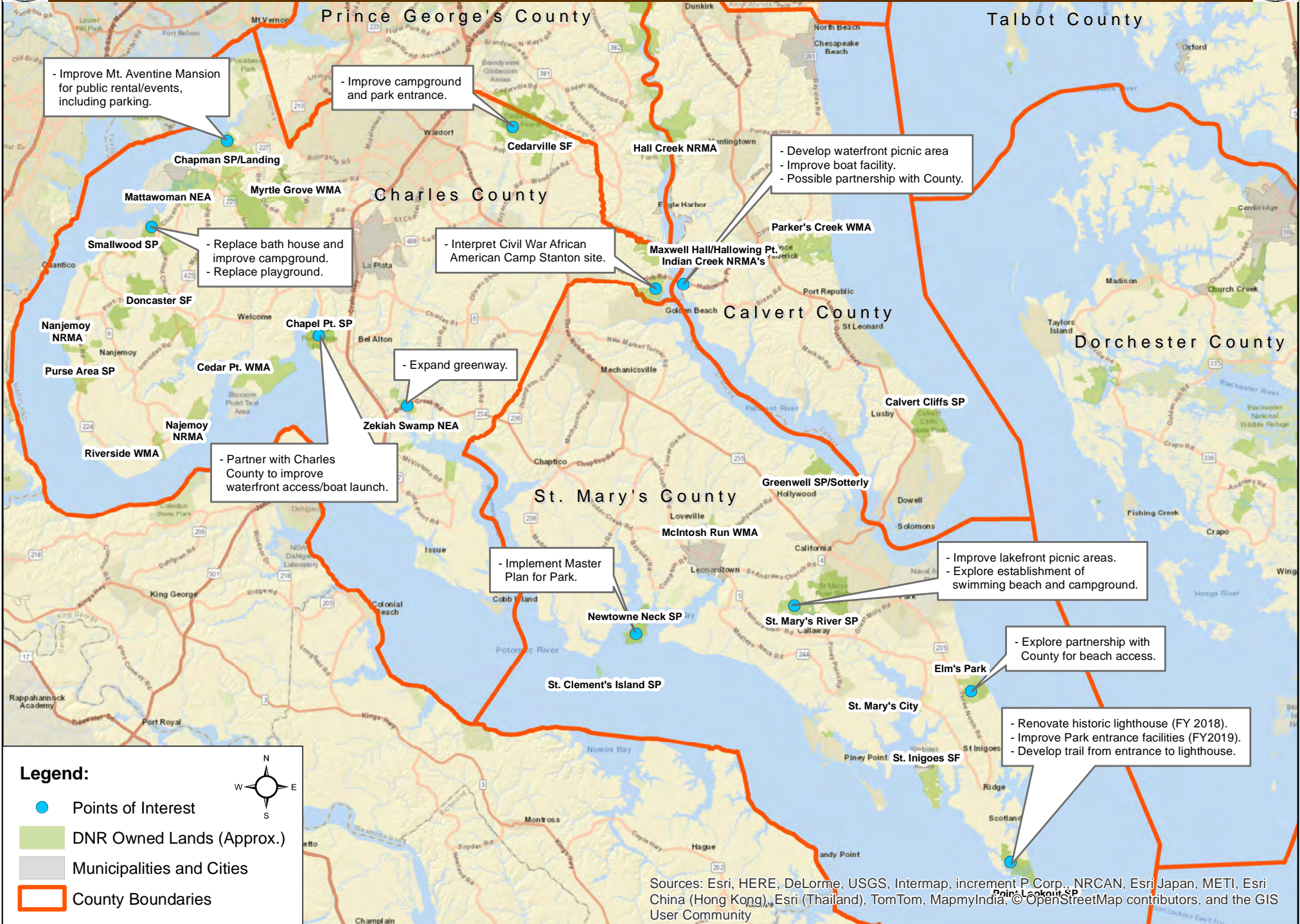


MAP 6: ANNE ARUNDEL & PRINCE GEORGE'S COUNTIES (SOUTHERN REGION)





MAP 7: CALVERT, CHARLES & ST. MARY'S COUNTIES (SOUTHERN REGION)





MAP 9: CAROLINE & TALBOT COUNTIES (EASTERN REGION)

