

Committee in session at 8:00 a.m. Senator Floyd R. Lamb was in the Chair.

PRESENT: Senator Floyd R. Lamb, Chairman
Senator James I. Gibson, Vice Chairman
Senator Eugene V. Echols
Senator Norman D. Glaser
Senator Thomas R. C. Wilson
Senator Lawrence E. Jacobsen
Senator Clifford E. McCorkle

OTHERS Mr. Ronald W. Sparks, Chief Fiscal Analyst
PRESENT: Mrs. Jean Ross, Budget Analyst, Budget Division
Mr. Roland Westergard, Director, Conservation and
Natural Resources Department
Mr. John Richardsen, Parks Division
Mr. John Meder, Parks Division
Mr. J. Stephen Weaver, Parks Division
Ms. Linda Marty, Water Resources
Mr. Gary Downs, Parks Division
Mr. John Munoz, Parks Division
Mr. William Wood, Parks Division
Senator Richard Blakemore
Assemblyman John Polish

DEPARTMENT OF CONSERVATION AND NATURAL RESOURCES
DIRECTOR'S OFFICE - Page 626

Mr. Westergard described the overall structure of his Department. He briefly reviewed his budget requests. He asked that the new Auditor Position be deferred to the second year of the biennium with the understanding that if it is determined the position is not needed at that time, it would not be filled.

He described what Travel monies are used for. He mentioned that he concurs with the Governor that only 1 Deputy Attorney General is needed for the Department of Conservation and Natural Resources. He noted there was a decrease in Building Rent due to a reassessment in their allocation of space. He said the allocation for Equipment was for replacement. He said currently the State bears the expense for membership on the Tahoe Regional Planning Agency Board. He said the allocation was for travel and other expenses for the members to attend meetings.

Senator Gibson asked if the Audit items have been taken care of. Mr. Westergard answered they either have been taken care of or are in the process of being corrected.

PARK IMPROVEMENT PROGRAM - Page 811

Mr. John Meder briefly described their budget requests. He introduced Mr. John Richardsen, Assistant Administrator in charge of Planning and Development, who presented a slide demonstration of park improvement requests.

Mr. Richardsen stated the Park Improvement Program included a request for \$1,500,000 of State funds, an additional request to expend approximately \$500,000 in marina development funds, and approximately \$1,500,000 in federal funds, bringing the total request to approximately \$3,500,000. He said requested funds will be used to develop new facilities, continue existing programs, develop maintenance areas, and develop ranger residences for personnel who maintain a 24-hour protection service. Mr. Richardsen provided a detailed explanation of improvements of each park site (see Page 811 for list of park sites).

Berlin-Ichthyosaur

Senator Lamb asked if Mr. Richardsen's Department held the deed to this property. Mr. Richardsen replied that they did.

Beaver Dam

Senator Lamb asked how full of sand this lake is now. Mr. Richardsen said as of last year the lake was 1/3 filled in. He said he did not have a photo showing how much more has filled in, but it has not continued to fill in at the same rate it had been in the past. He said in his opinion the reduction of grazing in the area has permitted the growth of vegetation and corrected some of the erosion problem.

Fort Churchill

Senator Wilson asked what was the stabilization program for the ruins. Mr. Richardsen said stabilization includes certain main buildings and foundation work--replacement of sills, door jams, etc. He said without these supports, the walls begin to tumble. They also apply a protective coating to the adobe.

Lahontan

Senator Lamb asked what the \$140,030 request was for. Mr. Richardsen replied that it was for ranger residence restoration and for one new residence. He said these buildings were constructed in the early 1900's. He said they were going to improve 3 residences. They would stabilize the buildings and in general bring the buildings up to code with regard to electricity, heating, etc.

Senator Lamb commented that this is a lot of money to renovate 3 buildings. Mr. Richardsen said the money was to renovate these 3, plus a new building, plus adding carports and making site improvements on 2 residences in Silver Springs beach area.

Floyd Lamb Park

Senator Lamb asked how much progress has been made on relining the old lake. Mr. Richardsen said they would have plans for their review this Friday; and it would take about one week to review them.

Senator Lamb asked Mr. Richardson if he did not state at the Interim Finance Committee that this part of the project would be completed by about October. Mr. Meder answered that they intended to complete it, but they are having a problem with availability of federal money.

Senator Lamb asked what had been completed with regard to the lake. Mr. Richardsen said it has been drained and core samples taken to determine the leakage. The leakage has been found and they have determined how to correct it. Senator Lamb said they completed this work by late summer. Mr. Richardsen said he thought they received the final report about the end of last year (about one month ago). He repeated that they were having a problem with federal funding.

Senator Lamb asked what were the problems they were having with federal funding. Mr. Richardsen replied that the federal government has not yet approved their budget.

Senator Lamb asked Mr. Richardson to describe the Park for the new members of the Committee. Mr. Richardson said the Park has 680 acres with 6 wells. Senator Lamb explained that the City of Las Vegas gave the State this land on the condition that the State improve it.

Senator Jacobsen asked how many people the Park would accommodate. Mr. Meder said it could accommodate several hundred at one time.

Senator Glaser asked if the \$334,388 appropriation for this year is the first money allocated for the Park. Senator Lamb said no.

He said approximately \$1,400,000 from the Bond Funds and about \$600,000 in federal money has been allocated.

Senator Jacobsen asked if the Park was only for day use. Mr. Richardsen said yes.

Senator Wilson asked if all the money allocated has been expended. Mr. Meder said no.

Senator Lamb asked how much money has been expended so far. Mr. Richardsen said only money for design has been spent. He said they cannot initiate construction prior to federal approval, because they will then have to assume total responsibility for that dollar. He said that if they wait for federal approval, they will receive a 50-50 match. He said they try to match all costs they can match. He said they do not know when they will obtain federal approval. They hope it will come simultaneously with the finalization of the design plans.

Senator Lamb asked if they were not concerned with rising costs over the last two years. Mr. Meder said they did not receive funds to begin the program until October, 1977. State bonds had to be sold, and the money was not available until then.

Senator Jacobsen asked if the Park was utilized 12 months a year. Mr. Richardsen replied that it was.

Red Rock

Senator Glaser asked if all this land was state-owned. Mr. Richardsen said that it was.

Seasonal Residences (Trailers)

Senator McCorkle asked if the \$82,600 was to be used to replace the 3 trailers. Mr. Richardsen said no; that it would be used to replace 3 old seasonal trailers and buy 6 more, and provide funds for a base camp.

Senator Glaser asked what size trailers would be purchased. Mr. Richardsen answered approximately 32 foot trailers at approximately \$6,000 to \$7,000 apiece, plus cost for utility hook-ups.

Senator Lamb asked where the base camp would be located. Mr. Richardsen answered that it would be at Lahontan. He said that a number of seasonal rangers would live near the base camp who would provide their own living quarters (such as tents). The base camp would not provide their sleeping quarters; but it would provide a place for them to eat and shower.

Senator Lamb asked if this arrangement will be acceptable to employees. Mr. Meder replied that this arrangement exists now, except employees have no place to cook. Mr. Richardsen added that providing living facilities for rangers would save travel expenses.

Marina Development Funds

Mr. Richardsen noted that they expected approximately \$500,000 to be matched with federal funds for Marina Development.

Silver Springs

Senator Wilson asked if they had diversified the boat-launching facilities at Silver Springs. Mr. Richardsen said they have rerouted traffic by providing a new entrance, eliminating some of the congestion around the boat-launching area. He added that there was still only one boat-launching area on the side of the lake in question, and they were requesting funds for a new parking lot.

Senator McCorkle asked how was the water level in Silver Springs since the drought. Mr. Meder said the reservoir is at adequate level and the water is being released through the dam to ensure the water level does not rise above the dam.

Senator Lamb asked what the population was at Silver Springs at peak time in the summer. Mr. Meder replied up to 40,000 people use the Park on a big weekend such as Labor Day.

Washoe Lake

Senator Lamb asked if the water line is receding rapidly. Mr. Richardsen said it will be this spring; it is an annual pattern.

Mr. Richardsen concluded his slide presentation.

Senator McCorkle asked, regarding the well and water line at Valley of Fire at Lake Mead, if Mr. Richardsen was replacing existing water lines or adding new ones. Mr. Meder said the visitors' area was not connected to the present water system. He said they want to tie the existing well into the visitors' area. He said that right now they had to truck water. He added they would not be drilling a new well due to cost and the unavailability of water in the Park.

Senator McCorkle requested a one-page summary of the plans and related costs of each of the 6 buildings at Lahontan. Mr. Richardsen said he would provide this information.

Senator Glaser requested more justification for Consultant costs. He suggested some of this cost be defrayed by hiring people such as archeologists from inside State government.

Spring Valley, Lincoln County

Senator Lamb inquired what they have done in Spring Valley. Mr. Meder replied that the last legislature authorized them to put in a power line and water system. He said they have contracted for the electrical system which is in abeyance, awaiting legislative direction.

Senator Lamb said he wanted to review an episode at Lincoln County and he invited Senator Blakemore and Assemblyman Polish to the witness stand. Senator Blakemore reported that he and Assemblyman Polish were asked to attend a meeting in Senator Lamb's office in Las Vegas. He said they expected about 6 people to attend regarding the proposed development of a park in Lincoln County. About 40 or 50 people showed up, quite disturbed with the Park Service. The Park Service had requested rights-of-way through their land, and were in the process, through the court system, of obtaining right-of-way instead of requesting easements. The people who lived on the property involved, felt they were being taken advantage of and could not understand why a large amount of money (about \$200,000) was being spent for an underground power line about 6 miles long in developing a park which would not even be open year round. Their biggest complaint was that it was a right-of-way request instead of an easement. At that meeting the Park Service decided to hold some of their activities in abeyance.

Senator Lamb added that the Park Service let the contract without a right-of-way or an easement. Mr. Meder said at the time they had control of about 5 of the 6 miles. Mr. Meder added a number of people involved have been contacted.

Mr. Meder reported that the last Legislature gave permission for them to acquire new lands in Lincoln County. He reported there are 3 parcels they have not been able to acquire (see Attachment A). Part of the right-of-way for power goes through those parcels. Senator Blakemore said the confusion arose because the request was for a right-of-way, and some of those parcels were

rather small; and there is a difference between a right-of-way and an easement.

Senator Wilson asked the chronology of events associated with letting the contract before they had the easement. Mr. Meder said the easement and letting the contract were progressing together. Senator Lamb remarked that was not true; the contract was let before the easement was acquired. He said he understood that Mr. Meder wanted to condemn all of this property and acquire the whole thing for Park use. Mr. Meder said the parcels were within the Park boundaries and they had been given authorization to purchase it. Senator Lamb remarked that the people did not want to sell it.

Senator Wilson asked if the parcels they do not own affect the use of the power line that the contract has been let for. Mr. Meder said yes; 5/6 has been acquired.

Senator Wilson asked what condition the contract is in now. Mr. Meder said the contract was being held in abeyance.

Senator Lamb asked how important was it that the station be put here. Mr. Meder said the power line provides the power for the Park. Senator Lamb asked how many months in the year is the Park available for camping. Mr. Richardsen said about 4 months. He said it receives heavy use during this time. He added a ranger lives there year round.

Senator Wilson asked what is the route of the power line on the map (see Attachment A). Mr. Meder said along the road.

Senator Lamb said he noticed they have introduced a bill to permit the Park Department to sell properties. Mr. Meder said there was surplus property outside the Park boundary and they would like permission to dispose of it. (see Attachment B).

Senator Lamb asked what would be done with the money gained from the sale. Mr. Meder said they would like to exchange the property for other property.

Senator Gibson asked if they had worked out the entrance to the Kershaw-Ryan Park. Mr. Meder said they were in the final stages of that project. They have contacted a developer and he is putting together descriptions for them.

Senator Gibson asked if the money shown in the budget takes care of the entrance. Mr. Meder said yes.

DIVISION OF STATE PARKS - Page 628

Mr. Meder explained funding of this Division. He noted a change in obtaining revenues where revenues will now come from the General Fund and from park fees. In order to change the method of funding the budget, legislation is required. He said funding the budget through fees will necessitate doubling park fees to \$2 for picnicking, \$4 for boating and \$4 for camping. This charge is levied per car; and if users both camp and boat, they are charged only one fee. Yearly fees would be \$20, and overnight fees would be \$4.

Senator Glaser asked if this bill was being drafted to provide for partially funding the budget from fees. Mr. Meder said he thought it was. Mrs. Ross, Budget Division, said a bill isn't necessary. The law now states that the money goes to the General Fund and the Parks Budget operates out of the General Fund, so no change is necessary. Mr. Meder said he stands corrected; he thought a legislative change is necessary.

Senator McCorkle asked why they wanted fees to support the Operating Fund instead of the General Fund. Mr. Meder answered

that it was to have the user of the Park help offset Park expenses. He added the same amount of money is expended, no matter where the park fees go.

Senator Lamb remarked that the legislature has better control if the money goes into the General Fund. Mr. Meder stated he thought the rationale for putting fees into the operating budget was that park employees would be more diligent in collecting fees if fees were used for operation of parks.

Senator Lamb asked how much security was involved in collecting fees. Mr. Meder said now fees are deposited in a local bank. He said they have a number of checks and balances involving several people. He said they have organized a system using the advice of the Auditing Division of the Legislative Counsel Bureau.

Senator Echols asked how they know the fee collector reports the correct amount of fees collected. Mr. Meder said fee collectors give out numbered tickets, and fee money is balanced against the number of tickets.

Senator Wilson asked why Seasonals (Page 632) is \$103,578 in 1977-78, and the Governor recommends about \$450,000. Mr. Meder said the \$103,578 does not reflect what they actually spent. It is not the full amount spent. He explained there were about 125 mainly part-time seasonal rangers, park aids, life guards, etc. Mr. Sparks explained that some of these positions' salaries were recorded in regular salaries. Mr. Meder pointed out that they reverted about \$100,000 that year because Lahontan was low and lifeguards and other employees were not hired.

Senator McCorkle asked how they felt about the degree of staff they will have. Mr. Meder said they would be able to supply an adequate level of service. Senator McCorkle asked why they asked for 16 new people. Mr. Meder justified their request for new positions, stating that during the last two years they have put about \$2,000,000 into the parks. He added that park visitation is up.

Senator Jacobsen asked if they used prison labor in maintaining parks. Mr. Meder said prison help is included in the Buildings and Grounds section; and this year \$15,000 is for inmate labor, used primarily at Lahontan and Tahoe.

Senator Jacobsen asked if they could see advantages to having work crews stay a week or so in remote areas. Mr. Meder said yes, there would be advantages.

Senator Lamb asked what the \$250,000 park-user fee figure was based on. Mr. Meder said it was calculated on current user fees. Mr. Sparks asked Mr. Meder if the \$250,000 figure was not based on half a year at old fee rates and half a year at new fee rates. Mr. Meder said yes, and pointed out that the following year the figure would be \$300,000, based entirely on new fee rates.

Senator Echols asked why the expense for Improvement/Structure Attached Fixtures (Page 633), doubled. Mr. Meder explained that this expense is for hot water heaters, air conditioners, units attached to buildings. He said it is an estimate of their needs.

Senator Echols asked if they itemize these sorts of needs. Mr. Meder said they have an idea where these things will go.

Senator Echols asked how much of Travel is air fare. Mr. Meder said not very much; the majority of Parks are only accessible by car.

Senator Lamb asked what their reaction was to the Productivity Study conducted by the Personnel Division. Mr. Meder said it was conducted right after he became Administrator two years ago.

486

He said it fell short of his expectations, but perhaps he expected too much from their report (see Attachment C).

Senator Lamb asked what Mr. Meder's previous position was. Mr. Meder replied that he was with the Division of State Lands.

Senator Lamb asked why the Board and Commission's (Page 632) salaries are up. Mr. Meder explained that they have a 7-member Park Advisory Commission. Funds were provided through the bill which reorganized the Board last session for one meeting a quarter. He said most meetings run an average of two days. Once a year there is a 3-day meeting. The request is to provide salary for four 2-day meetings annually.

Senator Lamb asked what kind of direction the Board gives Mr. Meder. Mr. Meder said they provide information on where the park programs should be going, and on user fees. Mr. Meder said he had to make the final decisions.

Senator Lamb commented that Insurance, Utilities, Building Rent were all up. Mr. Meder said these items were up because new facilities have been added to the park system. He said, regarding Building Rent, they moved out of the Nye Building, and their office is now on the north end of Carson City. Building Rent reflects the current contract with the landlord.

Senator Jacobsen said he noticed they were requesting another Productivity Study. He asked if they could do their own productivity study. Mr. Meder said they were working on that at this moment.

Senator Glaser asked how much money was left in the land acquisition fund. Mr. Meder said of the \$10,000,000 authorized by the 1976 election, \$5,000,000 were sold. Of that amount, \$1,500,000 went to State Parks, \$1,000,000 went to Fish and Game, \$500,000 went to Historic Preservation, \$500,000 went for bicycle paths, and \$1,500,000 for local government. He said there is still \$5,000,000 in reserve, unsold. Of that \$1,500,000 is available for State Parks, \$3,500,000 for local government. There are still funds from the 1970 bond issue which have not been used. He said, at this point, they are not recommending that they float the rest of the 1976 bonds.

Senator Glaser asked why Fish and Game is purchasing land at Wild Horse, instead of State Parks purchasing this land. Mr. Meder said that Fish and Game is using monies provided for them in the bond election.

STATE PARK PLANNING AND DEVELOPMENT - Page 634

Mr. Meder described responsibilities of this Division.

He pointed out that Contractual Services is a fund that has been made available in the past to continue the statewide comprehensive outdoor recreation plan. To use the federal monies for these purposes it is necessary to have a comprehensive plan that is certified.

Senator Wilson asked if Contract Services in this budget relates to the Contract Services presented earlier (see Page 811). Mr. Meder said no. Senator Wilson asked how much staff was employed to provide technical assistance and how much assistance was obtained from outside the Department. Mr. Meder replied that they have 4 landscape architects and 2 engineers on staff for the development of State Parks. He said that when they cannot provide services in-house, they contract out. Mr. Richardsen said it was more economical to go outside for special services because many services are seldom needed.

Senator Wilson asked what staff landscape architects are paid compared to those on contractual services. Mr. Richardsen said that was difficult to determine because Contractual Services included indirect costs such as utilities.

Senator Wilson said he would like to know how much of the staff architects' and engineers' time is spent on services, capital improvement work, etc., compared to how much is contracted out for those activities. He said the amount spent of time allotted to local government should also be broken down; it does not appear separately in the budget.

Senator McCorkle asked, regarding planning time, if the Parks Department has completed working drawings on all projects shown. Mr. Richardsen said they have about 50 percent of the drawings of all authorized projects. He said he is behind because he has not had 1 landscape architect for 1 year, and another for 6 months. Mr. Meder said there are no working drawings for the new requests.

Senator McCorkle asked how long it will take to complete working drawings on the new projects if approved. Mr. Richardson said about 1 year, plus as much as an additional year for various federal government approvals.

Senator McCorkle asked what the architects and engineers are doing during the lag time. Mr. Richardson said the architects and engineers are carrying through with the projects and making the presentations. Mr. Meder provided an explanation of the allocation of their time.

Senator McCorkle asked if they planned to expand the Parks in the future to the same degree of expansion presented this year. Mr. Meder said they do not control this, but it was possible they will expand at the same rate.

Senator McCorkle asked if park expansion was greater this year than in the past. Mr. Meder said they were not really expanding the Park system; they were improving the existing system.

Senator Echols asked how the Reno firm who worked on Floyd Lamb State Park was selected. Mr. Richardson said they solicited proposals from about 10 firms with the proper experience and background. He added, experience and background are provided by the firms on a continuous basis. They requested the firms to submit proposals. He said in this case, 1 person from city government who was familiar with the project, Mr. Richardsen, and 2 members of his staff evaluated proposals. Three firms were selected for interviews.

Senator Echols asked what area of the State the 3 firms were from. Mr. Richardsen said 2 were from Reno and 1 was out-of-state. There were no major firms from Clark County. The single firm contacted there declined.

Senator Gibson asked for the justification of 2 positions added administratively, Parks and Recreation Specialist I, and a Senior Account Clerk. Mr. Meder explained these positions were approved for the second year of the biennium. He said that they do not add positions administratively.

Senator Echols asked Mr. Meder to justify Travel expenses. Mr. Meder said they are working with about 30 local government projects. Mr. Meder said he would get Senator Echols information on Travel expenses.

Senator McCorkle asked for an explanation of Communications expenses. Mr. Meder explained that in the past all the communications expenses for the Department telephones and postage was paid out of the budget on Page 633. This biennium they are splitting the communications expenses. He added the expense is about the same amount as previously requested.

YOUTH CONSERVATION CORPS - Page 637

Mr. Meder explained this program. He said this year they would be able to employ 76 youths. He said the State matches the federal funds on an 80-20 basis. The state match is an in-kind match from these other budgets.

Senator Echols asked what ages of youth they employ. Mr. Meder replied from ages 15 to 18 and he added they are paid the minimum wage.

Senator Jacobsen asked who determines the work program. Mr. Meder said suggestions come from the Parks, and they set up things they need done, such as fencing. Senator Jacobsen commented that he has seen the youths working on seemingly worthwhile projects; but they also cause problems at the same time, such as water pollution. He suggested better supervision of the programs.

VIRGINIA AND TRUCKEE RAILROAD - Page 638

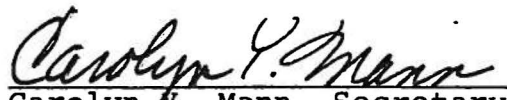
Mr. Meder described this program. He said they have requested an additional person, a Park Interpreter, to open the exhibit to the public. He said, in addition, they were requesting \$5,000 for a mule tractor to move the equipment around the yard.

Senator Jacobsen asked if they could use Highway Department equipment to move cars. Mr. Meder said he did not think the Highway Department would have what they need. They need to move cars in and out, possibly every day.

Senator McCorkle asked if they could get by with a part-time Park Interpreter. Mr. Meder replied that if the display were open to the public, it would take a full-time position.

Meeting adjourned at 10:00 a.m.

Respectfully submitted,


Carolyn Y. Mann, Secretary

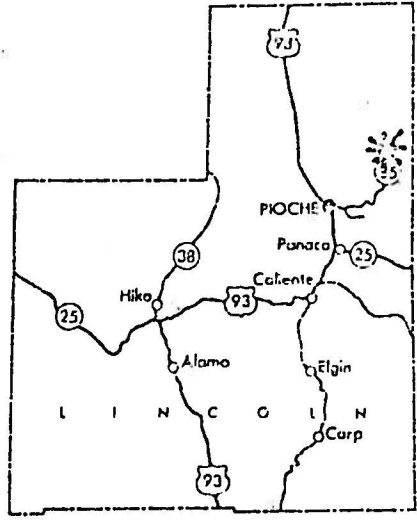
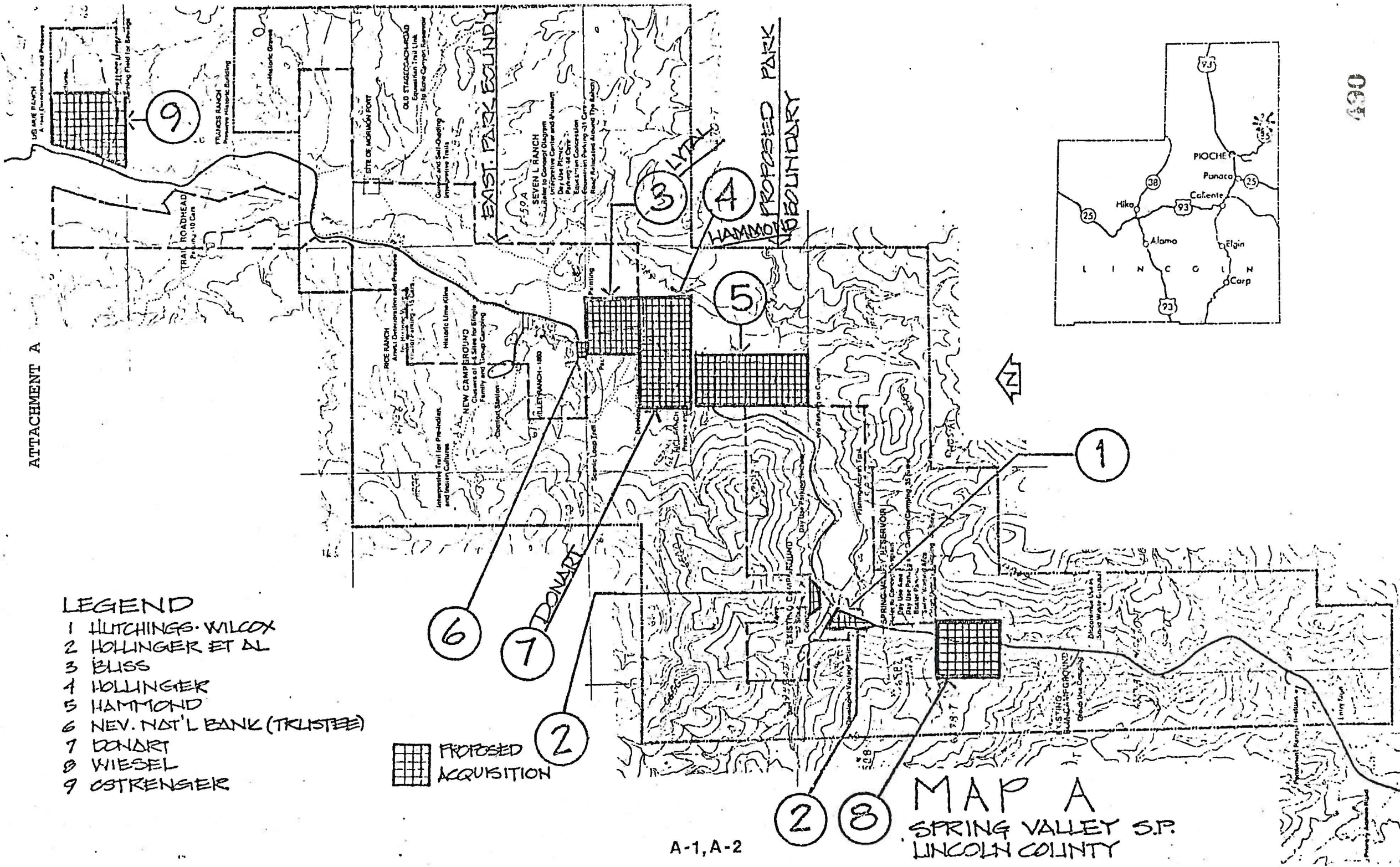
APPROVED:


Floyd R. Lamb, Chairman

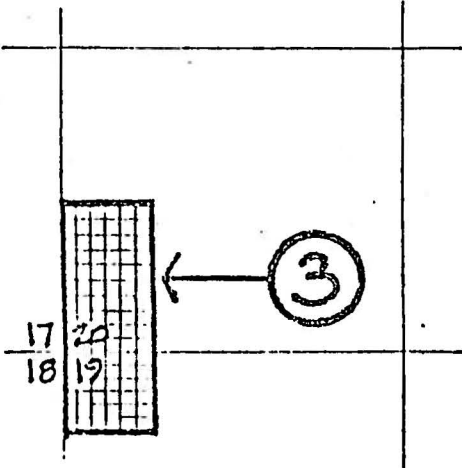
LEGEND

- 1 HUTCHINGS-WILCOX
- 2 HOLLINGER ET AL
- 3 BLISS
- 4 HOLLINGER
- 5 HAMMOND
- 6 NEV. NAT'L BANK (TRUSTEE)
- 7 DONART
- 8 WIESEL
- 9 OSTRENSIER

 PROPOSED ACQUISITION

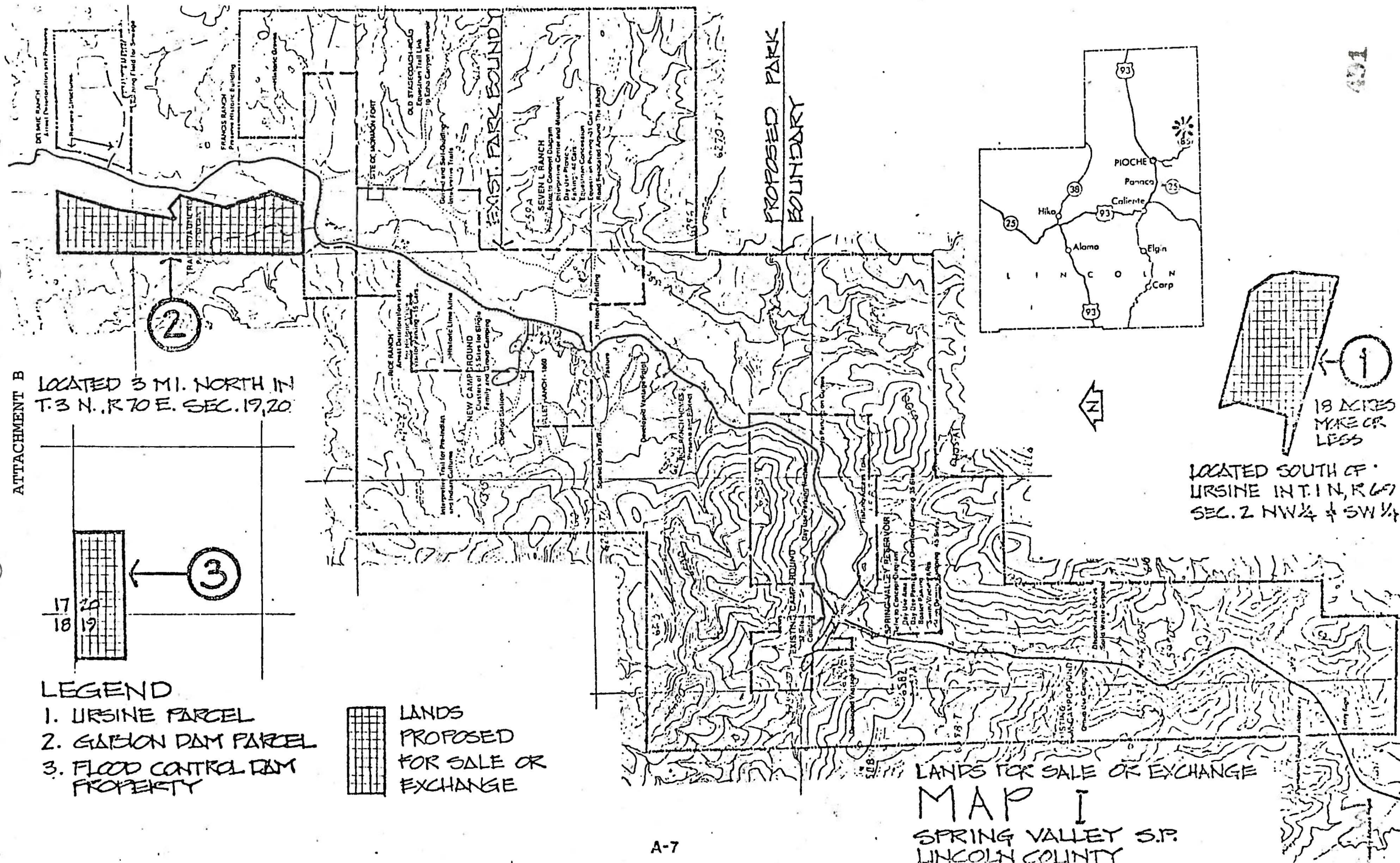


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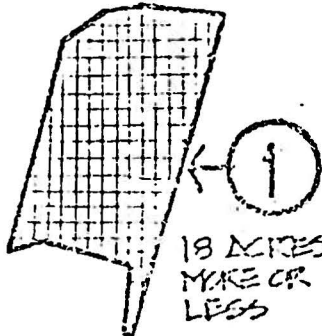


LEGEND

- 1. URSINE PARCEL
- 2. GABSON DAM PARCEL
- 3. FLOOD CONTROL DAM PROPERTY



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URSINE INT. 1 N., R. 69
SEC. 2 NW 1/4 & SW 1/4



LANDS FOR SALE OR EXCHANGE
MAP I
SPRING VALLEY S.P.
LINCOLN COUNTY

ATTACHMENT C

PRODUCTIVITY STUDY REPORT - CRITIQUE

(Nov. 21, 1978)

Introduction

The operations analysis of the Nevada Division of State Parks, Operations and Maintenance, dated December, 1977, contains several useful findings and recommendations which State Parks can live with and which we have already installed as an example:

1. Divided District I into two separate districts.
2. Developed interpretive programs at District level in cooperation with each park.
3. Concentrated on training in interpretation so park personnel can make interpretive presentations.
4. We have involved District Interpreter positions in program development in a greater degree than formerly, to better utilize their expertise.
5. We have continued our law enforcement training at its usual high level, including internal law enforcement training based on practical applications of park policy.
6. Parks has continued to review forms for usefulness. We have removed the forms which are recommended in the report.
7. Parks has continued to strive for standardized record keeping in the parks and district.
8. Recommendations to improve hiring and training and evaluation procedures to improve seasonal utilization have been incorporated in the districts.

9. Eliminated the Quarterly Report, and made the Monthly Report and the Annual Report simpler, thus saving time.
10. Deleted the PS-11, formerly used in our purchasing procedure.
11. Discontinued the practice of xeroxing personnel announcements.
12. Eliminated the position of Assistant District Ranger - Operations.
13. Created a new position of District Ranger II for the new district.
14. Relocated a maintenance position to Lahontan.

The Division of State Parks requested the original Productivity Study. The division personnel cooperated fully with the study team. The first report was extremely disappointing due to its inaccuracies and erroneous conclusions. We commented on the report in a sixty (60) page analysis. It was our desire and our expressed intention to maintain the spirit of cooperation and keep a dialogue between the two organizations. The second report has some cosmetic changes, but the body of the report contains basically the same erroneous conclusions and recommendations which are based on insufficient evidence, incomplete analysis and faulty data.

We still feel an operations analysis is needed, however, in view of the poor quality of the report, the lack of supportable facts, the obvious inexperience and inability of the analysis, we feel that the report is untruthful. It is extremely detrimental to the Division of State Parks and can be damaging for years to come. We recommend that all reports be removed from circulation and destroyed and that a new study be started using professional and competent management analysts or industrial engineers.

I. ANALYSIS OF THE METHODS AND TECHNIQUES

A. SUMMARY OF FINDINGS AND OPINIONS

1. The analysis and the Resource and Development and Training Unit did not live up to their original objectives or agreements, or follow the method of operating we understood would be used in the conduct of the Productivity Study.
2. The methods used in the conduct of the Productivity Study did not follow the principles and the methods generally employed in management and industrial engineering studies. The analysts failed to discuss their findings with the parks. The analysts did not spend enough time in the field. The analysts used unsubstantial data to arrive at conclusions and recommendations. The analysts failed to follow up on data challenged by the parks and revise the report accordingly. The analysts calculated data incorrectly using the wrong formula. The analysts did not take into account major factors which would affect the workload, and they made recommendations using faulty logic.
3. The final report is loaded with inaccuracies. It contains erroneous data, incorrect calculations and conclusions and recommendations that are based upon incomplete investigation and analysis. The body of the report still has many of the findings, conclusions and recommendations which were challenged in our first rebuttal.
4. The analysts, in our opinion, were inexperienced. They did not receive proper guidance. They were incapable of conducting a management study of this complexity.

5. It appears to us that the primary objective of the analysts was not to increase productivity and improve the operation, but rather their concern was meeting a commitment on saving or making money for the state.
6. The Division of State Parks requested the original study. We still feel that an operations analysis is needed. We recommend that the present study be re-done by competent, experienced management analysts

B. CONCLUSION AND RECOMMENDATIONS

The Division of State Parks requested the operations analysis. We cooperated fully with the analysts. We still feel that an operations analysis is needed, however, in view of the poor quality of the report; the way the study was conducted; the lack of supportable facts; the inability of the parks to question and discuss the study with the analysts who made it; the obvious inexperience and inability of the analysts to conduct a study of this magnitude--we recommend that the study be re-done by competent management analysts. We recommend that those statements and findings which cannot be defended or justified be stricken from the body of the report. We request that the recommendations in the forward part of the report be based upon factual data contained in the body of the report. Failing this, we recommend that all copies of the report be returned and the reports be destroyed, particularly the reports in the hands of the Legislative Committee and the Budget Office.