



Revenue Generation Plan

- Innovations that increase mission-consistent revenue
 - New Revenue Programs
 - District revenue goals with incentives to exceed targets
 - Variable fee schedules, including hourly pricing pilots
 - Funding for seasonal employees that immediately generate revenue
 - Access to investment capital to develop future revenue-generating services
 - Future Revenue-Generating Projects
 - Improve campgrounds and provide new overnight options (i.e., utility hookups, cabins, yurts)
 - Upgrade special event facilities
 - Repurpose underutilized structures to allow for new services
 - Deploy new technology to enhance fee collection equipment and systems
- Establish Advisory Council and partner in developing long-term sustainability plan
- Analyze cost of providing services at each park unit (zero-base budgeting)



Funding and External Support

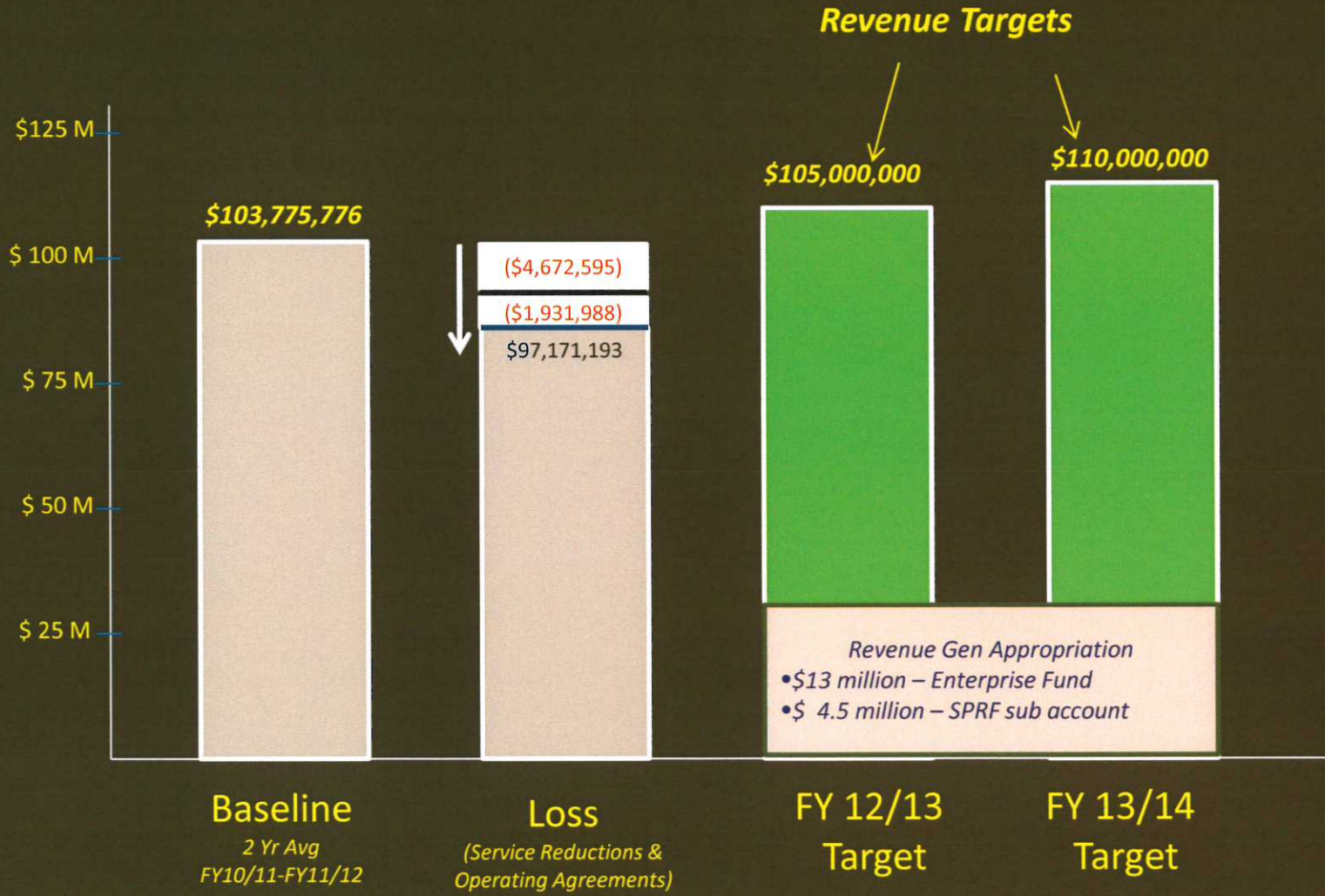
- **Base Budget (SB 1018)** \$468M
 - SPRF Sub Account \$4.3M
 - Enterprise Fund \$13M

- **Additional Legislative Support**
 - One-time matching funds & deferred maintenance support
 - California State Parks License Plate
 - California State Parks Protection Fund (Annual Pass Purchase and Tax Deduction Program)

- **Partner Investment**
 - Donations, Volunteers, Partnerships, Operators and Concessions that help keep parks open



Revenue Targets





Revenue Targets by District

District	-----Targets-----		
	FY 12/13	FY 13/14	2-Yr Avg
Orange Coast District	19,350,972	20,306,640	19,828,806
San Luis Obispo Coast District	15,117,726	15,845,394	15,481,560
San Diego Coast District	11,931,749	12,476,554	12,204,152
Santa Cruz District	7,157,217	7,506,507	7,331,862
Channel Coast District	6,981,837	7,327,033	7,154,435
Monterey District	6,116,685	6,381,109	6,248,897
Angeles District	5,108,295	5,358,793	5,233,544
Headquarters	3,957,752	4,120,394	4,039,073
Sierra District	3,673,343	3,848,516	3,760,930
Northern Buttes District	3,215,431	3,365,889	3,290,660
Central Valley District	3,075,572	3,224,149	3,149,861
North Coast Redwoods District	2,950,225	3,096,416	3,023,321
Inland Empire District	2,793,371	2,925,513	2,859,442
Colorado Desert District	2,341,344	2,457,247	2,399,296
Diablo Vista District	2,274,950	2,371,948	2,323,449
Marin District	2,250,957	2,358,620	2,304,788
Capital District	1,720,044	1,804,897	1,762,471
Tehachapi District	1,669,040	1,751,446	1,710,243
Mendocino District	1,608,104	1,687,476	1,647,790
Russian River District	1,042,492	1,094,178	1,068,335
Gold Fields District	662,894	691,280	677,087
Department Target	105,000,000	110,000,000	107,500,000



What's Behind the Targets?

- Methodology for setting targets
 - Analyzed revenue to establish baseline (10/11 and 11/12)
 - Accounted for:
 - District service reductions that negatively impacted fee collection
 - Revenue lost due to operating agreements (\$4,672,595)
 - Estimated return on investment from program investments
 - Revenue targets then stretched to \$105M and \$110M to preserve SPRF balance
 - Some revenue will come from non-district sources
 - State Parks License Plate
 - Tax donation for Annual Park Pass
 - Negotiated agreements with cell tower owners



What's Behind the Targets? (cont.)

- Considerations that impact future revenue growth
 - *Weather - California experienced ideal weather conditions during the last two years. This increased demand and resulted in record high revenues for the department*
 - *Project development and implementation timelines - Planning, permitting and construction of new services within sensitive environments takes time*
 - *Ability to maintain demand during periods of economic instability*
 - *Public support for enhanced fee collection efforts and fee increases*
 - *Budget constraints and staffing capacity*



Provisional Investment Plan

- Staff Services that Generate Immediate Revenue
 - Hire seasonal staff to collect entrance fees
 - Reopen closed campsites
 - Hire seasonal interpretive staff to conduct special tours
 - Special Events, Maintain Pay Showers and Automated Pay Machines

Investment of \$1.4M from SPRF Subaccount across 62 select locations. Estimated return of approximately \$3M in current year.

- Capital Outlay Projects that Generate Future Revenue
 - 10 projects identified that provide new recreational opportunities
 - Involve Installation of utility hookups and cabins, including ADA campsites
 - 5 pilot locations identified to repurpose underutilized historic structures
 - Initial planning and rehabilitation of 5 historic houses/cottages as vacation rentals and two historic churches for wedding ceremonies

Investment of \$2.85M from Enterprise Fund . Estimated return of approximately \$1.4M annually once all projects are fully operational.

- Remaining funds will focus on revenue-generating capital outlay projects
 - Installation of new technology to improve fee collection
 - Enhancement of special event-related infrastructure and programs
 - Repurpose underutilized buildings allowing for new services
 - Installation of cabins, yurts and other alternatives to tent camping
 - Installation of campsite utility hookups

California State Parks Revenue Generation Projects



TYPES OF PROJECTS

-  Cabins
-  Campsite Upgrade
-  Parking Lot Expansion
-  Auto Pay Machine

Temp Help Fee Collection Statewide \$1.5MM





Timeline for Return on Investment

Project	Project Summary	Anticipated Project Completion Date	Revenue Generated			
			12/13	13/14	14/15	15/16*
Rev Gen Staff Services	62 Locations	6/30/2013	3,000,000	**	**	**
Leo Carrillo	Campsite Conversion-Install Utility Hookups	10/1/2014	0	0	122,625	163,500
San Buenaventura SB, A	Parking Lot Expansion	6/1/2015	0	0	0	35,000
Mt. Tamalpais	Construct ADA Campsites and Reopen Campground	1/1/2014	0	35,750	71,500	71,500
Angel Island, B	Campsite Conversion-Install Cabins	6/30/2015	0	0	0	122,350
Jedediah Smith	Campsite Conversion-Install Cabins	10/1/2014	0	0	33,000	44,000
Patrick's Point	Campsite Conversion-Install Cabins	10/1/2014	0	0	33,000	44,000
Prairie Creek Redwoods	Campsite Conversion-Install Cabins	10/1/2014	0	0	33,000	44,000
Silver Strand SB, A	Campsite Conversion-Install Utility Hookups	6/1/2013	0	633,678	633,678	633,678
Morro Strand SB	Campsite Conversion-Install Utility Hookups	6/30/2015	0	0	0	270,000
Half Moon Bay, B	Campsite Conversion-Install Utility Hookups	1/1/2014	0	78,200	156,400	156,400
			3,000,000	747,628	1,083,203	1,584,428

* Initial 10 projects fully operationalized.

** District requests for revenue generating staffing support will be reviewed each year and, upon approval, funded by the SubAccount.



Future Planning to Enhance Fee Collection Efforts

- Installation of integrated system that uses current technology to improve fee collection while minimizing cash management costs
- Project Goals
 - Integrated, configurable and centralized point of sale system
 - Improve fee collection and minimize unpaid day use throughout the park system
 - Accept various tender types (i.e., cash, credit, debit cards, gift cards, coupons, etc.)
 - Ability to pilot variable/peak pricing strategies from a centralized location
 - Provide various fee collection devices such as manned hand held machines, unmanned fee collection devices, and stand-alone terminals
 - Improve business intelligence
 - Collect important data and information such as sales categories, visits, usage times, etc.
 - Better understanding of visitors and their usage patterns
 - Assist with prioritization of staffing needs (identify where and when to staff)
 - Future pricing strategies based on analytics



Additional Legislative Support

- State Parks License Plate
 - With approval by CHP and DMV, Department will create license plate depicting a redwood tree
 - Must collect 7,500 applications before any license plates are processed by the DMV
- State Parks Protection Fund (Annual Pass Purchase and Tax Deduction Program)
 - Allows tax filers to make a contribution to fund
 - Contribution amount of \$195 buys a California State Parks Day Use Annual Pass
 - Allows a new tax deduction for contribution in excess of the \$195 price of the Annual Pass
 - Must collect \$250,000 in revenue in order to offer Annual Pass Purchase and Tax Deduction program in future years