

Overview of Challenges Facing California's State Park System

Parks Forward Commission
September 18, 2013



Large, Diverse System

- 280 parks, historical sites, and reserves
 - 1.7 million acres
 - Beaches, bays, deserts, forests, lakes, historical and archeological sites and artifacts
 - 70 million visitors annually
 - California's crown jewel



Large, Diverse System

- Variety of Visitor Services
 - Museums
 - Day use: Picnic, beach, hike, bike
 - Overnight use: Camping, cabins, lodges
 - Interpretation, natural resources, cultural, historic
 - Off-highway vehicle use
 - Boating
 - Public safety
 - Maintenance



Changing Demographics

- California's population is changing
 - Increasing percentage of Latino and Asian Californians
 - Much more urban
 - Increasing demand for parks in San Joaquin Valley and Los Angeles
 - Need to approach access and use differently



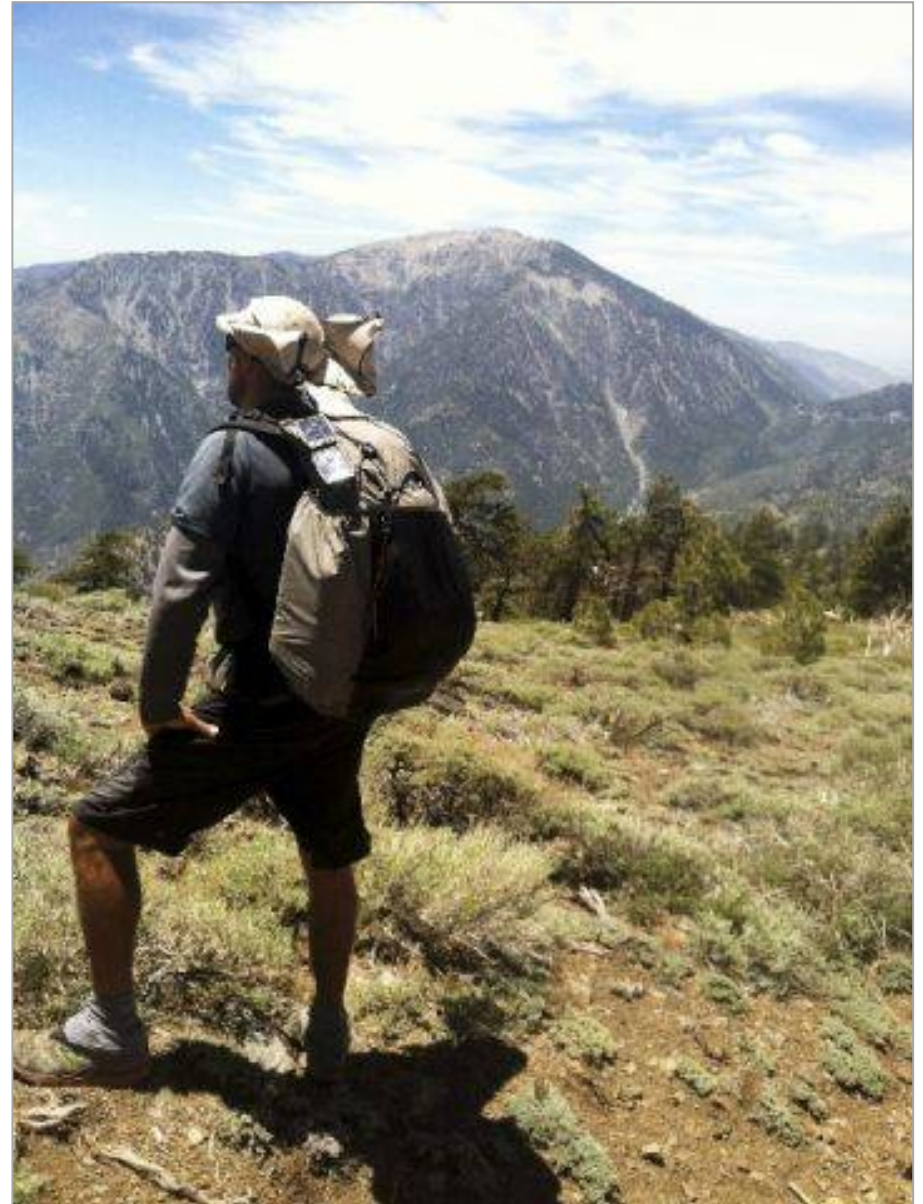
Diverse Workforce

- Permanent employees: Peace officers, interpretive, business services, maintenance, located in the field and at headquarters
- Seasonal employees
- Volunteers



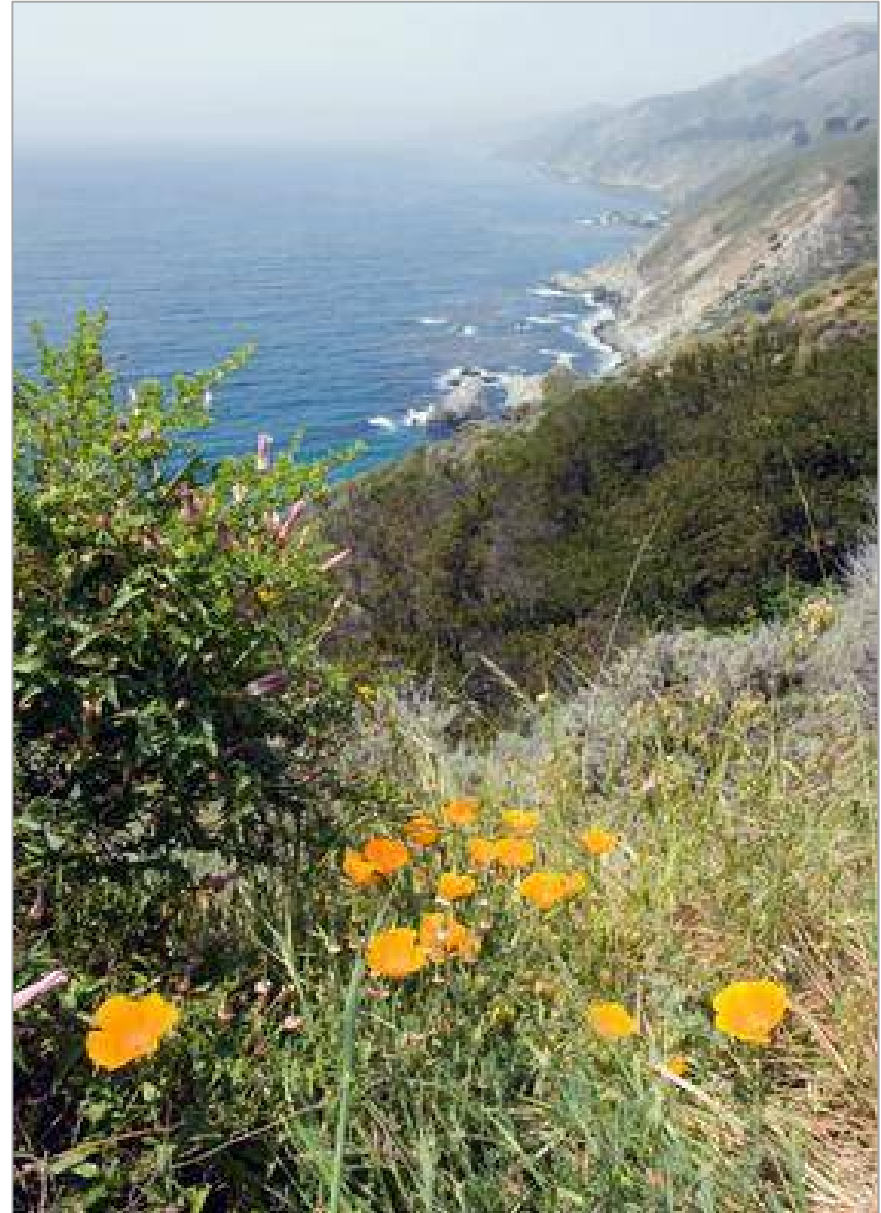
Complex Governance

- Multiple Boards
 - Boating and Waterways Commission
 - Historical Resources Commission
 - Off-Highway Motor Vehicle Recreation Commission
 - Park and Recreation Commission

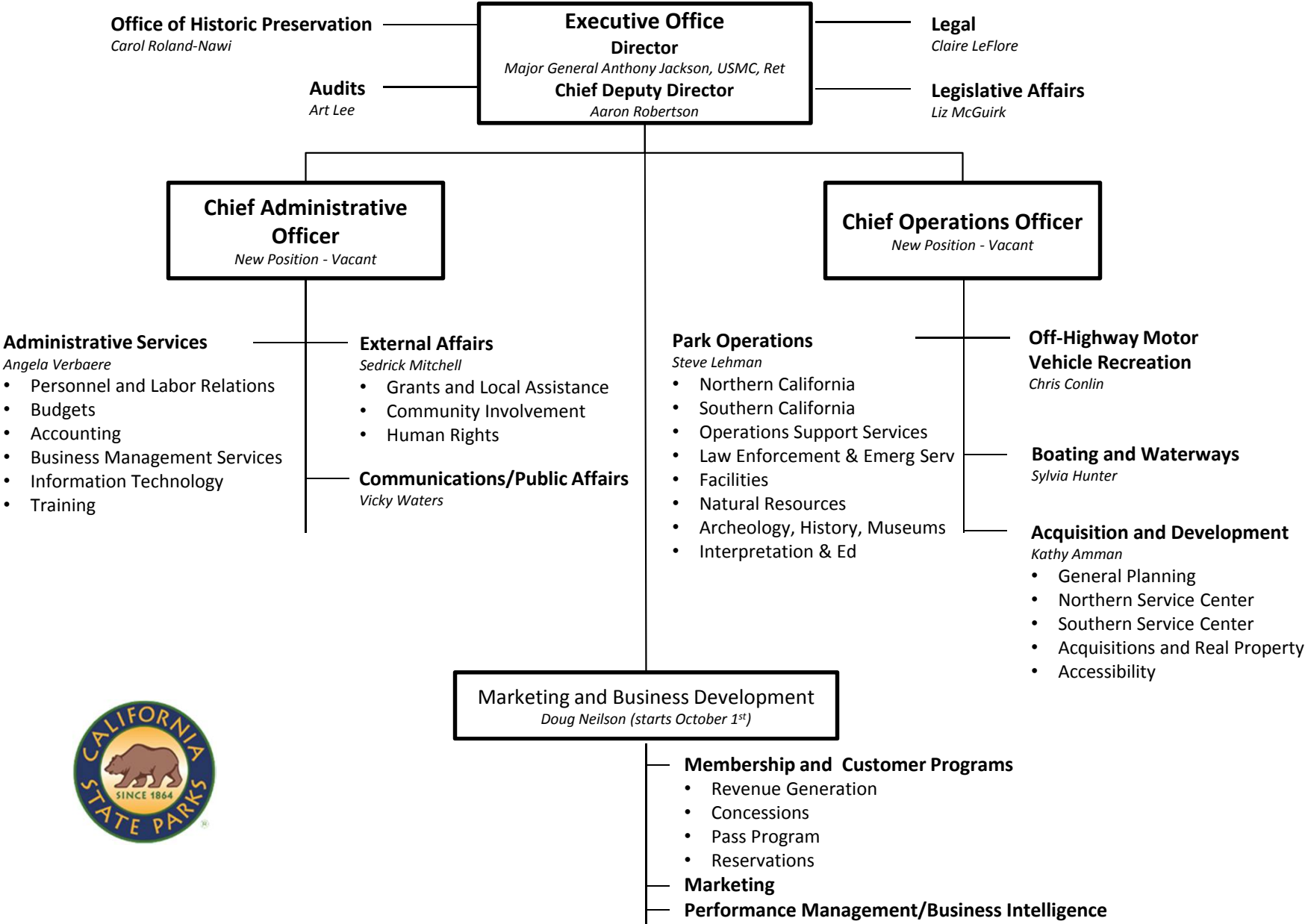


Multiple Relationships

- U.S.
- Local and regional governments
- Nonprofit organizations
- Business partners



Organizational Chart



Inadequate Tools, Technology, & Business Processes

- Improved business systems, software, training, and budgeting tools
- Ability to track use, expand access, and manage agreements
- Accelerate innovation, decision-making, and efficiency



Backlog of Repairs

- Over \$1 billion for infrastructure and maintenance
 - Water quality and treatment
 - Building and facilities
 - Cultural and historical collection preservation
 - Natural resource management and protection



- General fund
- Bond revenue
- Special funds
- User fees
- Concessions



- Global business advisory firm
- Public sector expertise: financial analysis, financial modeling, forecasting, and turnaround services
- Providing financial and organizational analysis and modeling:
 - Baseline assessment
 - Portfolio optimization
 - Backlog review
 - Preliminary pro forma





- Need to chart a new course
 - Meet the needs of a changing population
 - Align organization, facilities, staffing, tools, and systems
 - Create stable, sustainable funding

Opportunity

- Create a park system for the next century
 - Address significant challenges
 - Provide practical, specific recommendations
 - Implementation will continue beyond our tenure

