Maximizing Earned Income and Managing Visitor Expectations in Outdoor Recreation
(in a pandemic!!)

August 12, 2020
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(in a pandemic!!)

Thank you to our partners:
aramark

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Maximizing Earned Income and Managing Visitor Expectations in Outdoor Recreation

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Maximizing Earned Income and Managing Visitor Expectations in Outdoor Recreation

August 12, 2020
RETAIL
We will focus on providing our customers, clients and employees with a safe, clean and sterile environment on our sales floors, point of sales and back areas.
RETAIL SERVICE

We will focus on providing knowledgeable and friendly staff with a pleasant and efficient process through technological and human interaction.

WEST Service Program
- Chip and Pin and Apple Pay
- Self Service Checkouts (select locations)

Package Storage and Delivery (Select Locations)

Ancillary Programs like vending, self-service photo capture and educational tours (Star Gazing, Bird Watching, etc.).
We will focus on selling products that tie to our Park’s mission, themes and brands.

Suggestive selling items to offer value to our customer.

Apparel and Souvenir Name Drop and Logo Products

Educational items like books, games and activities.

Décor, Gifts and Accessories
We will focus on creating store environments that are inviting, educational and efficient.

Product Features that tell a story or theme. Use of custom-made fixtures that are sustainable, safe and support an easy shopping experience.
RETAIL SOURCING

MADE IN USA
- In Support of Buy American Act.
- Goal is to purchase 100% Made in USA products when possible.

SUSTAINABILITY
- Fair Trade USA, The USDA, and RSPO certified suppliers.

NATIVE AMERICAN & ALASKAN NATIVE
- Support of Federally recognized tribes local to a client site.

LOCAL
- Parts coming from and assembled within 250 miles of site/450 miles for National parks.

DIVERSITY/SMALL BUSINESS
- Priority given to small business, in particular, women and minority owned suppliers.
2020 RETAIL SALES TRENDS – PRODUCT LINES

- Facial Coverings and PPE
- Groceries and Sundries
- RV/Road Trip Supplies
- Camping Gear
OUTDOOR REVENUE STREAMS

- OUTDOOR EQUIPMENT
- WATERCRAFT
- LAKE/RIVER PERSONAL USE
- HIKING/GUIDED TOURS
- BUS/BOAT GUIDED TOURS
ANCILLARY REVENUE STREAMS

MOBILITY AND STORAGE SERVICES

OUTDOOR ACTIVITIES

MICROMARKETS

VENDING

PHOTO CAPTURE
FOOD AND BEVERAGE
LEADERSHIP

EXPECTATIONS
• Comfort and safety

LEADERSHIP COLLABORATION
• Presence / Partnership
• Plan, communicate, execute
  - Front desk, Front of House, Back of House
  - Sales / guest information
  - F & B offerings
  - Operational procedures
• Align with “new Normal” expectation
• Reset / define / Pivot
LEADERSHIP

CLIENTELE
• Local / regional traveler focus
• Family travel

TOUCHPOINT / BRAND ENHANCEMENT
• Defined based on new service flow
• Long term opportunity
  - Brand Marketing
  - Sales opportunity
• Revenue gain
SAFETY / TRAINING

TEAM SAFETY
• Uniforms & PPE
• Employee entrance
  - Temperature check
  - CV-19 procedures

COMMUNICATION
• Daily updates
• Guest facing visuals
• Sanitation throughout
• Directional information signage
• Sneeze guards
• Face coverings, gloves, etc.
• Detail, clean, sanitize daily
• Touchless hand sanitizer stations
SAFETY / TRAINING

TECHNOLOGY
- Online ordering
- Paperless menu (QR Code Program)
- Order / pick up process
- Touchless payment POS / Cashiering
PRODUCT / SUSTAINABILITY

MENU DEVELOPMENT
• Right sizing
• Seasonal, local, Purveyor Partnerships
  - Style of service - GNG / family / to go
• Beverage
  - To go beverage options
  - Single serve solutions / Ready to serve spirits / Sparkling water
  - Upsell opportunities / Revenue generation

DELIVERY
• Curb side / Retail outlet pick-up
• Delivery
PRODUCT / SUSTAINABILITY

REVENUE STREAMS
• Micro-markets
• “To Go” offerings
• Family food & beverage packages (upsell)
• Lobby sales (dual role front desk)

SUSTAINABILITY
• Proper packaging
• Additional receptacles / clear waste disposal messaging
• Guest education “waste stream”
A FEW IDEAS FOR BRINGING MORE RESOURCES TO PARKS

WARREN MEYER, PRESIDENT
RECREATION RESOURCE MANAGEMENT
WARREN@CAMPRRM.COM
APPROACHES WE WILL DISCUSS

• Partnerships to reduce cost / improve net
• Increasing revenues by meeting expectations
• Adding new amenities
“A TALE OF TWO PARKS”
PRIVATE OPERATION OF PUBLIC PARKS

Nearly Identical Facilities

Very Similar Annual Visitor Revenue

Crescent Moon / Red Rock Crossing

Red Rock S.P.
PRIVATE OPERATION OF PUBLIC PARKS

Red Rock S.P.
Public Agency Operated
$10 Entry Fee

Crescent Moon / Red Rock Crossing
Private Concession Operated
$9 Entry Fee
PRIVATE OPERATION OF PUBLIC PARKS

Agency Costs Greater Than Revenues by $115,000 year

Concessionaire pays USFS $54,000 a year, covers all expenses
A private operator can do many things, but the public agency must ALWAYS retain control of the use, access, and character of the park.
APPROACHES WE WILL DISCUSS

• Partnerships to reduce cost / improve net
• Increasing revenues by meeting expectations
• Adding new amenities
EXAMPLES -- INCREASING CAMPGROUND REVENUE

$ - 800,000

0 - 10

Years into Contract

TVA 6 Dams
Plan → Train → Measure
## Detailed Operations Planning

**Table of Contents**

1. OPERATIONS STATUS
2. OPERATIONS IMPLEMENTATION
3. OPERATIONS SUPERVISION AND MANAGEMENT
4. OPERATIONS SAFETY AND SECURITY
5. OPERATIONS DEPARTMENTAL STRUCTURE AND ROLES
6. OPERATIONS PERFORMANCE
7. OPERATIONS TRAINING AND DEVELOPMENT
8. OPERATIONS INTEGRATION

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**Detailed Operations Planning**

- Operational Planning
- Implementation
- Supervision
- Management
- Safety
- Security
- Departmental Structure
- Roles
- Performance
- Training
- Development
- Integration

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**Operational Planning**

- Plan Overview
- Objectives
- Strategies
- Resources
- Monitoring
- Evaluation

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**Implementation**

- Plan Development
- Approval
- Execution
- Review

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**Supervision**

- Monitoring
- Control
- Adjustment
- Reporting

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**Management**

- Leadership
- Decision Making
- Communication
- Coordination

---

**Safety**

- Risk Assessment
- Hazard Identification
- Mitigation Strategies
- Emergency Planning

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**Security**

- Access Control
- Surveillance
- Cybersecurity
- Physical Security

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**Departmental Structure and Roles**

- Head of Operations
- Deputy Head of Operations
- Operations Managers
- Operations Officers

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**Performance**

- Key Performance Indicators
- Performance Metrics
- Performance Reviews
- Performance Improvement

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**Training and Development**

- Training Needs Assessment
- Training Delivery
- Training Effectiveness
- Development Plans

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**Integration**

- Interdepartmental Coordination
- Integration Strategies
- Integration Tools
- Integration Monitoring

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**Additional Resources**

- Operational Guides
- Policy Manuals
- Training Materials
- Development Plans

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**References**

- Related Literature
- Previous Projects
- Industry Standards
- Best Practices
# Employee Operations Manual

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- (located at end of Sections 5 and 6)
- Exhibit 5-A Cash Receipt Ledger Form & Ledger Instructions
- Exhibit 5-B General Maintenance Schedules & Reconditioning
- Exhibit 6-B USFS Publication “Camping Recreation Sites”
CUSTOMER FEEDBACK

Reputation Monitor

Recreation Resource Management Daily Summary
Reviews discovered on 2017-10-18

Filters applied: Daily Summary, All sites, All ratings. Groups: AL, FL, MN, TN, WV, Locations: Beaver Creek Day Use Area, Bonito Campground, Call of the Canyon Day Use Area, Clear Creek Campground, Crescent Moon Day Use Area, Demotte Campground, Fort Tuthill County Campground, Houston Mike Campground, Lockiel Meadow Campground, Lower Lake Mary Day Use Area, Pinegrove Campground, Rose Canyon Campground, Whitewater Campground, Poplar Meadow Campground, Burnt Rancheria Campground, Convict Lake Campground, Punch Camp Campground, Iris Meadow Campground, Laguna Campground, Mt. Whitney Campground, Rock Creek Lake Campground, and more. Mostly dry.

Location Summary

<table>
<thead>
<tr>
<th>Location</th>
<th>New Reviews</th>
<th>Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barton Springs Campground</td>
<td>1</td>
<td>5.0</td>
</tr>
<tr>
<td>Burney Falls Store, Marina and Cabins</td>
<td>1</td>
<td>5.0</td>
</tr>
<tr>
<td>Cherokee Dam Campground</td>
<td>1</td>
<td>5.0</td>
</tr>
<tr>
<td>Crescent Moon Day Use Area</td>
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<tr>
<td>Douglas Tailwater Campground</td>
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<tr>
<td>Honecomb Campground</td>
<td>1</td>
<td>5.0</td>
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<tr>
<td>Juniper Springs Recreation Area</td>
<td>1</td>
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<tr>
<td>Laguna Campground</td>
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<tr>
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<td>5.0</td>
</tr>
<tr>
<td>Rock Creek Lake Campground</td>
<td>1</td>
<td>5.0</td>
</tr>
<tr>
<td>Whitney Portal Family Campground</td>
<td>1</td>
<td>5.0</td>
</tr>
</tbody>
</table>

See Full Report

Note: For security reasons, this link will expire in 45 days.
# Customer Feedback

<table>
<thead>
<tr>
<th>Rating</th>
<th>Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Star</td>
<td><a href="#">4 Star Reviews</a></td>
</tr>
<tr>
<td>5 Star</td>
<td><a href="#">5 Star Reviews</a></td>
</tr>
</tbody>
</table>

## 4 Star Reviews

### Crescent Moon Day Use Area

*Petit Cac“ Took a picnic lunch to the park on advice of Oshawa employees. The park is beautiful and great views of Cathedral Rock, 510 parking fee. There is also a vortex located here. The creek has an area to go swimming. Plenty of walking trails.*

### Laguna Campground

*Tranquil here in August to see massive shower with my 13 yr old son and his boyfriend. Boys absolutely loved it. The small lake was dry and they climbed all over the rocks there in the lake bed below. There was a thunderstorm a few miles east, but never hit us, but the thunder show was epic. Beautiful scenery, lots of hiking, and never a show was a big plus. Coming back in oct. Hopefully same spot.*

### Rock Creek Lake Campground

*Been going there my whole life. It is the best place in the inner 40 without a doubt. Then a couple miles down on the highway 355 go north for a few minutes and turn right, when you see the little chapel, you hit on them river. Peaceful and great trout fishing. Never disappoints.*

### Melton Hill Campground

*by Jessica Bartlett on Google

**Like Review** | **Request to Review** |

### Burney Falls Store, Marina and Cabins

*by Gary Paine on Google

**Like Review** | **Request to Review** |

### Juniper Springs Recreation Area

*by Kaleigh Bryant on Google

**Gorgeous! Nice trails and swimming area. Didn't get there early enough for canoeing but will definitely be back.***

**Like Review** | **Request to Review** |

### Cherokee Dam Campground

*by Karen Phillips on Facebook

**This is a beautiful campground! The managers work hard to make sure the rules are followed. They want this place to be a safe and secure place for people to camp. Especially if there are children. There is always fun things to do and nice people to meet.***

**Like Review** | **Request to Review** |

### Honeycomb Campground

*by Lynn Bertia on Google

**Excellent prices for rentals and very sweet people to deal with***

**Like Review** | **Request to Review** |
APPROACHES WE WILL DISCUSS

• Partnerships to reduce cost / improve net
• Increasing revenues by meeting expectations
• Adding new amenities
EXAMPLES -- INCREASING CAMPGROUND REVENUE

Years into Contract

- Honeycomb
- Yarberry
- TVA 6 Dams
BRINGING NEW VISITORS TO PUBLIC CAMPGROUNDS
CABINS CAN RANGE FROM “WOODEN TENTS”....
...TO MINI-HOMES W/ 2 BEDROOMS, KITCHENS, & BATHROOMS
CAMPGROUND IMPROVEMENTS

- Repair of deferred maintenance
- Clearing of brush, repair of drainage issues
- Paving and redefinition of sites
- Rules enforcement, on-site staffing, housekeeping
- Electric and water at all campsites
- Blueboy sewage service at sites
- Gatehouse
- Boat rentals
- Store / Laundry
- Bicycle rentals
- RV rentals
- Bathrooms and new campsites
- new covered docks
- Cabins
- Group pavilion
- Revamped sewage system
NEW AMENITIES CAN MAKE THE CAMPING EXPERIENCE MORE NATURAL
NEW AMENITIES CAN MAKE THE CAMPING EXPERIENCE MORE NATURAL
CONCESSIONS PROGRAM CONTEXT

• 280 parks, 1.4M acres, 21 districts
• Total visitors = 80M+
• ~190 Concessions in ~80 parks
• Concessions Financial 5yr Ave:
  ~$160M Gross Revenue
  ~$21M in Rent to State
• Rent = ~13% of Gross Revenue
  (1/6\textsuperscript{th} of DPR earned revenue)
• Decentralized program mgmt.
THEN COVID CAME...

March - May

• Park Closures, DOC established
• Concerned concessionaires
• What does this mean? What are our options?
  • Federal stimulus
  • Revenue projections
  • Legal dance
• Rent Relief Round 1: Minimum Rent Waiver
...AND COVID CONTINUES.

June – July

• Parks Open/Closed
  • Outdoor Recreation Roundtable guidance
  • Reopening plans
• Ongoing concessionaire concern
• Rent Relief Round 2: Comprehensive package
JULY RENT RELIEF PACKAGE

Summary

1. No breach
2. Surety reductions
3. Adjust capital projects
4. Sliding scale rent waiver
5. Moratorium on bidding
6. Extensions for “in-term” contracts w/ capital projects
PARTNER STRATEGIES FOR VIABILITY

Adaptation
• Internal policy refresh
• Financial assistance
• Contactless everything
• Delivery & curbside services
• Socially distanced queues
• Expanded premises
• Adjust products & services

Messaging
• Safety & sanitation
• Visible effort
• Policy enforcement
MANAGING VISITOR EXPECTATIONS

State Parks COVID-19 Resource Center

SOCIAL MEDIA GRAPHICS AND VIDEOS

LOCAL PARK AND BEACH CLOSURES

GOVERNOR NEWSOM’S COVID-19 WEBSITE
MANAGING VISITOR EXPECTATIONS

Parks Online Resources for Teachers and Students (PORTS)

Live Video Gallery

Google Street View Treks
MANAGING PARTNER EXPECTATIONS

Parks California

California League of Park Associations

California Parks Hospitality Association
CHALLENGES

• Can’t predict future
• Timing
  • FY year end
  • Season ramp-up
• Telework/Hiring
• Data availability
• Communication
• Human behavior
LESSONS LEARNED

• Identified program shortfalls in times of crisis
• Need to be flexible and adaptable
• Communicate early and often
• Anticipate volunteer impacts
• Visitor education is critical
• It takes a village!
THANK YOU!

• More information about California State Parks’ Concessions Program
  • Concessions Program webpage
  • Contact Jared Zucker, Concessions Program Manager:
    (916) 653-4574 | jared.zucker@parks.ca.gov
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Thank you!

Recordings to all sessions are available at Recpro.org/sorp-webinars