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# State Parks' Progress Toward Self-Sufficiency

By Holly Lippke Fretwell and Kimberly Frost

## Introduction

Although our national parks are considered the crown jewels of our country, state parks also are stunningly beautiful and play a key role in protecting our natural resources. Providing recreation close to home, state parks receive three times more visitors than national parks. The variations among the state park systems and their agencies make them a useful laboratory for understanding and comparing park management and stewardship.

In 1997, PERC issued a paper, *Back to the Future to Save Our Parks*, which examined the potential for creating self-sufficient national parks (that is, parks supported by visitor fees, donations, and grants rather than appropriations). As a companion piece PERC released a research study, *Parks in Transition: A Look at State Parks*, that gave detailed information about many state parks. The following paper updates that research and provides a sketch of 30 state park systems between 1995 and 2002. It offers a brief look at the physical characteristics of each system, its amenities and programs, visitation, fees, and funding sources. Findings come primarily from a survey of 30 park systems as well as some media sources.

One of the greatest challenges facing state parks is their ability to serve a growing public with limited financial support. Several states have generated new strategies for financial support, and others are considering them because they anticipate decreased support from taxes. New support strategies include expanded user fees, concession contracts, "friends" groups, corporate sponsorships, and endowment funds. Here are highlights from our survey:

### ***Private Donations***

Private and corporate donors are becoming a popular means to get the work done at many state parks. "Friends" groups are composed of volunteers who donate time for park interpretation, amenity improvements, and even emergency assistance. The benefits received through such groups can run into the millions of dollars. Some systems have created endowment funds to accept private and corporate donations to help cover stewardship expenses. Corporate partners have helped states renovate buildings and finance education centers. Private partnerships are a growing and important tool to help maintain parks and their natural treasures.

### ***Concessions***

Many parks contract with the private sector for commercial services. Typically, they grant concessions for marinas, food service, horse and equipment rentals, and accommodations. The private sector can often operate these facilities at a lower cost than the park agency

can. In return, the private contractor pays a percent of gross revenues, anywhere from about 2 to 30 percent, and may also maintain and build capital structures. Some park systems not yet using concession contracts have proposed them as a cost-saving measure.

### ***Differential Pricing***

Multi-level or differential pricing is also helping to raise revenues and to reduce congestion for popular park activities. Park fees, on average, are low – with the average resident vehicle paying only \$1.13 in 2002 for entrance fees. But many parks no longer charge flat fees for all parks or activities. Many park systems charge higher fees when more amenities are provided. For example, a lakeside campground will cost more than one in the meadow, or a developed site will cost more than a primitive one. Fees are higher in prime season than in the shoulder season and higher during the weekend than in mid-week. This differential pricing encourages more visitors when there is ample space to accommodate them, discourages congestion, and helps defray the costs of excessive use. Overpricing does not appear to be a problem; even in New Hampshire, which has an entirely self-funded park system, charges nominal day-use fees in the range of \$3 per day and an annual parks pass costs \$50.

### ***Retaining Fees***

A large number of state park systems are able to retain the revenues earned by the parks and use them in the parks. This differs from the national park system, where the majority of revenues are returned to the federal treasury. Holding onto the fees encourages park managers to serve the customers who pay the fees and thus provides a direct link between the manager and the park user. Through their revenues, park users inform managers of the amenities they desire, and park managers have an incentive to prioritize spending in the light of those desires.

Every park manager surveyed felt funding was a key issue as they sought to protect the natural resources of the park and to provide public enjoyment. Whatever the source of funds – whether revenues or legislated appropriations – the parks' personnel take great care to maintain the balance between this protection and enjoyment. The big difference among park systems lies in the incentives the managers have to raise revenues and the ability to respond directly to park users. Reliance on appropriations is subject to the changing winds of politics, state budget revenues, and other state budgetary needs. Self-financing allows more autonomy and creates a direct relationship between the park personnel and park users. It allows managers to prioritize spending in response to park users and resource needs.

## **Overview of the Entire System**

Before examining individual state systems, it is useful to have a broad picture of the entire network. Total state park acres in the United States are just over 13 million acres and attract more than 758 million visitors a year. In comparison, the National Park Service covers more than six times as much land, 84 million acres, but receives one-third the number of visitors, 277 million.

In 2002, the average state park system in the United States included 94 operating units which together covered nearly 263,000 acres. The average state system attracted over 15 million visitors.

Table 1. Average State Park System

	Year		Annual Rate of Change
	1995*	2002	
Operating Park Units	96	94	-0.3%
Acres	233,420	263,245	1.6%
Visits	14.9 mil	15.2 mil	0.3%
Total Budget	\$33.9 mil	\$53.4 mil	7.2%

\*Dollar figures adjusted for inflation to 2002.

Source: National Association of State Park Directors

Table 2. Budget Breakdown and Financing

	Year		Annual Rate of Change
	1995*	2002	
Operating Budget	\$28.9 mil	\$37.8 mil	3.8%
Capital Budget	\$6.2 mil	\$15.6 mil	19.0%
General Funds Financing	\$12.0 mil	\$20.0 mil	8.3%
Revenues from Users	\$13.0 mil	\$14.3 mil	1.3%

\*Dollar figures adjusted for inflation to 2002.

Source: National Association of State Park Directors

### Individual State Park Systems

Unless otherwise cited, information in these sections was gathered from written surveys sent out in April 2004 to state park contacts listed at the top of each state. Surveys were returned by 31 states throughout the remainder of 2004 and the 2005 calendar year.

#### Alabama State Parks

Focus: Capital Renovations

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Alabama's state park system includes 24 operational parks encompassing 49,710 acres. The

system attracts a little over 5 million visitors a year. The primary focus of the park system is recreation and natural resource protection. The parks offer a wide variety of recreational activities. State parks have approximately 177 miles of hiking, nature, horse and mountain bike trails. A wide variety of fish, including bass, bream, crappie, catfish, walleye and rainbow trout, can be found in the lakes, rivers and streams within the parks and they attract fishermen from around the state. Many of the parks offer full marina services, including boat rentals, bait and tackle, and refreshments. In addition, several of the parks host a number of fishing tournaments.

Nearly thirty years ago, Alabama's state parks were hailed as a national model. In addition to having the campgrounds, lakes, forests and hiking trails found at parks in other states, Alabama was one of the first park systems to offer hotels, restaurants, chalets, and cabins. In the 1960s and 1970s the park system built many of these facilities enhancing the parks ability to attract visitors and bring revenues into the park. But since that time the park system has only had the ability to do light maintenance and many of the facilities built more than 30 years ago are in need of repairs. To address this problem, in 1998 Alabama state voters approved a \$110 million bond for state park improvements. As a result, in June 2001 the state borrowed \$104 million by selling bonds for renovation projects statewide. Work at one of the most popular sites, Gulf State Park, in Baldwin County, is slated to use about \$38 million of the bond funds. According to state parks director Mark Easterwood, most of the changes throughout the system won't be completed until around 2006 (as quoted by Bryan 2003). The bond will help address the deferred maintenance backlog, which is estimated at 10 to 15 years. In addition to the bond, the park has a \$5 million annual fund to pay operating expenses while facilities are under renovation and to maintain facilities after renovations.

Hotel rooms generate the greatest revenues for the park system, accounting for nearly \$5 million or 21 percent of all revenue. Camping retail sales and cabins, respectively, bring in the next greatest revenues. The planned renovations to deteriorating facilities offer promise of improving visitor experience and attracting more visitors, thereby generating more revenue.

In the past, the majority of the total operating expenses have been covered by park-generated revenues. In fiscal year 2002, park-generated revenues exceeded \$24 million, 78 percent of the \$31 million operating budget. All receipts collected by the park system are deposited into a Special Park Fund; none are returned to the General Treasury. The special fund is a revolving fund that receives fee revenues and any tax dollars the park is granted. Receipts are then used for operations and maintenance. Most revenues are returned to individual parks based on revenues raised, but there is no fixed percentage. According to Tim Wishum, Operations Supervisor, park managers have the incentive to raise revenues because it means more funding for all parks. In addition, cost control is encouraged because unspent funds at the end of the fiscal year can be carried over for future expenses.

Visitor services are priced based on the cost to produce the service as well as demand. The parks charge more for services during periods of high demand, and no services in the parks are provided free of charge. Fee waivers, however, are granted to non-profit charitable groups.

While the Alabama State Parks Division has always welcomed volunteers, only recently did they launch a uniform statewide volunteer program – Volunteers in Parks (VIP). The new program offers different levels of volunteer opportunities within the system, with similar duties and work at each of the parks. The VIP programs offer park supporters a way to get involved in stewardship of the parks, as the system currently has no “friends” groups.

Wishum states that the perceived greatest success of the park is to have kept all 24 parks open over the last 12 years. In the future he sees the greatest hurdle to be continuing to provide services at a price the public can afford.

Table 3. Statistics on Alabama State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	49	6,213	28,268	32,355	84	32,439
FY 2002	50	5,163	24,094	30,691	2,915	33,606

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Alaska State Parks

Focus: Concessions

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In 2002, more than 4 million individuals visited Alaska’s 140-unit park system, up from 124 units in 1995. Alaska’s park system is the largest in the United States, with over 3.3 million acres of land. Since 1988, state park operations have been supported by a combination of general funds and taxes as well as fees for day-use parking, cabin rentals, camping, and boat launches. In 1995, day-use parking cost \$3 per vehicle; in 2002 that number rose to \$5. Cabin rentals were \$25 a day in 1995; in 2002 they ranged from \$25 to \$65. Unlike parking and cabin rentals, which increased slightly from 1995 to 2002, camping fees have remained nearly unchanged since 1995, ranging between \$5 and \$15 a day.

Operating expenses for the State Parks has increased slightly from \$5.4 million in 1995 to \$5.6 million in 2002. In 1995 general funds from taxes and other state government revenues financed \$3.7 million of the total operating expenses and in 2002 general funds covered \$3.5 million. While general funds have decreased slightly, visitation has remained fairly constant; in 1995 over 4,298,858 visitors enjoyed Alaska’s state parks. In 2002, 4,282,770 individuals visited the parks.

Currently, entrance fees and leases are set by legislative approvals. Prices for visitor services are also set legislatively. The agency has adopted regulations that establish the maximum amounts that can be charged. The fees change often within the limits. In order to increase the maximum amount that can be charged for a service or activity authorized in statute, however, the agency must promulgate a regulation. To charge for a service not identified in statute, the statute must be amended by the legislature.

The park system has two friends groups that support specific parks. The Friends of Matsu State Parks has 40 members and provide approximately \$10,000 per year for special projects. Friends of Eagle River Nature Center has 850 members and provides approximately \$200,000 for operations of the nature center, public cabin rentals, school programs, and interpretive programming.

The parks have no other private or corporate sponsors. Private companies, however, operate Big Delta State Historic Park. The state has a concession contract with a company to operate the park and is granted exclusive rights to sell items in the gift shop and cafeteria. Recently the State Division of Parks and Recreation has been turning over the operation of more campgrounds and other facilities to private contractors, according to Gary Morrison, the division director (as quoted in Porco 2004). The private contractors offer benefits to the parks such as an on-site presence and equity in fee payments—everyone pays because someone is there to collect the fees.

One hundred percent of park receipts earned by the parks are returned to the state’s General Treasury account; the park retains none of its receipts. All funds collected by parks are required by the state’s constitution to be deposited in the general fund. The legislature generally appropriates the majority of the fees back to the park system but routinely cuts the general fund allocation. This has resulted in a static and therefore declining budget in the state parks.

In 2004, the division discontinued the annual campground pass to deal with budget constraints. The pass, a \$100 ticket for Alaska residents to stay overnight at any state-operated campground, has been available since 1988. By discontinuing the camping pass, the division hopes to boost its overall revenues by collecting the full nightly fee for every campground stay.

Table 4. Statistics on Alaska State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	3,242	4,299	1,942	6,167	1,158	7,326
FY 2002	3,326	4,282	2,341	5,613	3,100	8,713

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Arizona State Parks

Focus: Decreased General Fund and New Fee Structure

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Arizona state parks attract nearly 2.4 million visitors a year. The system has 30 state parks and natural areas encompassing approximately 60,000 acres. Natural amenities abound; for example, Sedona offers striking backgrounds for Red Rock State Park, and Kartchner Caverns State Park has become well known for its pristine interior cave environment since its opening in 1999. Outdoor summer programs at Red Rock are popular and Kartchner Caverns recently announced new interpretive programs at the park where visitors can learn about topics ranging from identifying scorpions to historic mining in nearby Colorado National Forest.

Competing with other state issues, the state parks and programs' fiscal year 2004 appropriated funds budget reflected a 63 percent decrease in general fund support. In the past, general funds covered the largest portion of the total operating expenses; in fiscal year 2002, the general fund covered \$7.5 million of the \$17 million total operating expenses (44 percent). In fiscal year 2003 general fund appropriations to Arizona parks were eliminated. In order for Arizona State Parks to keep its current staffing and budget levels, it had to increase revenues to \$11 million in fiscal year 2005 from \$7 million in fiscal year 2002. Some general funds were available in 2004 but made up only 14.5 percent of operations with 64 percent of the monies agency earned (tax, interest, and lottery revenues made up the difference).

Previously, increased revenues were in addition to general funds, but since budget cuts in 2002 they have replaced them. The year 2002 began a new era for Arizona parks with a business plan describing goals and revenues retained by the agency. Since 1990, all park revenues have been deposited into a special park fund, the Enhancement Fund, where all receipts are retained by the park system. Statute directs the Enhancement Fund to be split – 50 percent for capital and 50 percent for operations. Under the current budget crisis, however, 100 percent of the fund is dedicated to operations. In essence, the Enhancement Fund, and the park-generated fees that go into it, have replaced lost general funds.

Another change was implemented in 1991 with the creation of the Heritage Fund, which consists of dedicated monies provided by the state lottery. A portion of these are used for park operations and management. They provided about 15 percent of park operations in 2004.

Increasing visitation and the loss of general fund monies forced the management of Arizona parks to put a new structure in place. As the actual parks are almost 100 percent funded by receipts, any increase in staffing, budget, or improvements depend upon increasing revenues. The changes in the fee structure will reflect seasonal demand and include an increase in some special-use fees.

The park system intends to keep entrance fees affordable. For instance, for \$100 Arizona offers a recreational boating and high-use areas annual pass. With this pass, residents can enter state parks for day use for \$45 per year. Fool Hollow State Park provides an example. The park

currently charges \$6 per vehicle (up to four persons in peak season), but will charge only \$3 per vehicle during the slower winter months. In southern Arizona, Catalina State Park charges \$6 per vehicle (up to four persons) but will only charge \$3 during hotter summer months.

To meet the \$11 million Enhancement Fund target for fiscal year 2005, Arizona State Parks has a number of teams developed to increase revenues and implement cost-saving techniques. Project 11 ( named for the \$11 million target), is comprised of several teams that work together to accomplish the target. Project 11 is organized into the following committees: Development for Revenue, Marketing and Media, Smart Fees, Reservation System, Sell More Better, Cost Savings, and Public/Legislative/Staff Support. In addition to the Project 11 team, the Arizona State Parks has an active Research and Marketing (RAM) group. RAM seeks to raise awareness about Arizona State Parks and encourage new and repeat visitors. Through partnerships, promotions and discounts, and education. Partnerships with public and private entities accomplish a wider range of research and marketing tactics. In the area of outreach, RAM targets groups of all ages to raise awareness of the agency’s educational programs, which enhance the park image and generate name recognition.

Amenities have already been expanded to help make up the shortfall. New cabins and yurts are available to rent (more are in the planning and design stage); new visitor centers, restrooms, and showers have been opened; electricity has been added to campsites in a number of parks; more shade and picnic shelters are being incorporated into the parks; and gift shops have been expanded. Credit cards are now universally accepted throughout the parks and automated fee collection is being expanded.

Surveys show wide acceptance of the new programs within the parks. More than 95 percent of park visitors rate their experience as excellent or good. The quality of services continue to receive high ratings with a demand for basic amenities such as maintained trails, shaded picnic areas, and campsites. Responding to this demand, Arizona State Parks intends to continue to provide a variety of day-use and overnight facilities without offering recreation that may compete with private sector golf courses, video arcades, and equestrian facilities.

Table 5. Statistics on Arizona State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	43	2,180	4,022	13,024	3,812	16,836
FY 2002	59	2,410	7,055	17,040	8,525	25,565

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Delaware State Parks

Focus: Trust Fund and Exclusive Contract

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Delaware's state park system encompasses just over 24,000 acres of land for public recreation. It includes 14 operating parks that offer a surprising diversity of activities. Visitors to Delaware state parks can enjoy ocean beaches, inland ponds, forests, rolling hills, Piedmont streams, or the Brandywine Zoo.

State park entrance fees in Delaware are regulated by legislation, while all other fees are administered by the division director and cabinet secretary. Daily entrance fees are collected from May 1 through October 31 each year.

The daily entrance fees have remained unchanged since 1996; they are \$2.50 for Delaware registered vehicles and \$5 for out-of-state vehicles. An annual season pass to enter Delaware State Parks is also offered at the same price it was in 1996 — \$20 for residents and \$40 for out-of-state visitors. A lifetime annual season pass is available to Delaware residents age 65 and older for a nominal one-time fee of \$45.

All revenue generated is used to meet day-to-day operational needs of the park system. Delaware State Parks is 65 percent self funded, with the remainder of the operating budget coming from the state's general fund.

In 2003, the Division of State Parks established an endowment fund, the State Park Trust Fund, with the Delaware Community Foundation. The fund established endowments for nearly every management unit. Interest generated from these funds is drawn quarterly to offset operational costs. Director Charles Salkin sees the establishment of the Delaware State Parks Trust Fund Endowment as one of the park system's greatest successes.

This is not the first endowment fund the park has established; the first was set up in 1981. Since then, staff members have built the fund to more than \$6 million by structuring land acquisition projects to include tax-deductible donations to the division's trust and by soliciting contributions from individuals, corporations, and conservation organizations (DCF 2003). The funds allow philanthropic individuals and businesses to donate to the parks. Donations are used to maintain park facilities and property in perpetuity.

Delaware has a beverage contract with Pepsi Cola, making it the exclusive soft drink distributor for Delaware State Parks. In return, Pepsi provides a number of products and marketing services to the park system. The Division receives 30 percent of the gross receipts from sales. Marketing

efforts include: photographs of Delaware State Parks on vending machines, offering cross-promotional opportunities; special-event advertising panels on Pepsi products, live remote radio spots for special events, radio tags, and other promotional items.

The full-time equivalents at Delaware State Parks have remained virtually unchanged for the past few years. Payroll expenses for full-time staff continue to increase, particularly with rising health insurance costs. A major challenge for the park system is keeping pace with seasonal salaries and the competition from the private sector, particularly the beach resorts.

Table 10. Statistics on Delaware State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	16	3,247	5,475	16,333	4,715	21,048
FY 2002	22	3,207	8,323	18,547	31,484	50,031

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Florida State Parks

Focus: Dedicated Funds

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Established in 1935, Florida’s state park system has expanded to one of the largest and most heavily used systems in the country. The system contains over 600,000 acres in more than 157 separate units and has an annual operating budget exceeding \$70 million. More than 18 million people visited Florida state parks in 2003, more than at any time in the system’s 68-year history. Florida state parks offer a variety of recreational activities and accommodations for their visitors, including 3,300 campsites and 124 vacation cabins.

Revenues generated from visitor fees remain in the park system and make up over half of its \$70.2 million operating budget (2002). The remaining portion of the operating expenses was covered by dedicated funds nearly \$37.1 million. A portion of the Land Acquisition Trust Fund, funded by documentary stamp taxes, has helped pay park operating costs for more than 40 years.

While the park is able to cover operating costs with park revenues and dedicated funds, it must solicit assistance for its estimated \$100 million deferred maintenance backlog. To address the backlog the park system has requested state and federal funding each fiscal year. Florida's State Park system capital improvements focus is on renovations, wastewater systems and code compliance, park roads and parking repairs, accessibility improvements, basic amenities for new parks, and modernization of park cabins.

For the first time in 13 years, Florida increased entrance fees to state parks in 2004. Fees for most parks increased to \$4 per car from \$3.25. The costs of annual passes, which provide unlimited entrance to all 157 state parks, increased to \$40 from \$30 for individuals and to \$80 from \$60 for families (up to eight people).

Table 11. Statistics on Florida State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	437	11,798	23,673	53,840	14,939	68,779
FY 2002	592	17,735	31,925	70,251	30,535	100,786

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Georgia State Parks

Focus: Amenities and Concessions

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Georgia's 63-unit, 81,000-acre system is host to more than 14 million visitors annually. In addition to offering traditional recreational opportunities associated with state parks, Georgia State Parks offers activities such as miniature golf, tennis, volleyball, horseshoes, and children's playgrounds. The state operates 155 cabins, 80 motel rooms, 3,000 campsites, two 18-hole golf courses, and one restaurant at state parks.

Georgia recently turned over its central reservation system to a private company and expects

major savings and improvements as a result.. In a budget plan released in January 2004. Governor Mark Sanford proposed privatizing the operation of cabins, campgrounds, restaurant and golf courses now run by the state park service. The plan calls for savings of over \$1.4 million and includes generating nearly \$700,000 by turning over the operation of the lodge and golf course at Hickory Knob State Resort Park in McCormick to a private company (Associated Press 2004). The system currently contracts out facilities at marinas and golf courses. The percent of gross income paid to the park agency varies by the type and size of the operation contracted out. For example, a marina may pay 2 percent of its gross if under \$50,000 and then graduate to 4.6 percent of the gross after \$50,000. These contractors provide facilities improvement, capital maintenance, security, and services to the public.

As for receipts earned by the parks, 93 percent are retained by the park system, with the other 7 percent deposited into a special park fund. The total operating expenses for fiscal year 2002 were \$59.1 million and park-generated revenues totaled \$27.4 million. Both the operating expenses and revenues have increased significantly since 1995 when the total operating expense was \$38.7 million and park generated revenues were \$15 million.

Program Manager Larry Blankenship perceives the parks' diverse and high quality facilities to be one of the park system's greatest successes. In addition, he believes that the park employees are some of the most talented and dedicated anywhere. In the future, however, he sees the recruitment, retention, and training of employees to replace an upcoming surge of retirements to be a hurdle. Additionally, he is concerned with securing adequate funds to operate new facilities and develop new parks. The park system recently implemented a land acquisition program that allowed it to secure river corridor properties and other unique natural and cultural resources along the Chattahoochee River. The park will protect the resources and provide outdoor recreation, preservation, and interpretation if there is adequate funding.

Table 12. Statistics on Georgia State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	66	15,880	16,981	43,663	22,905	66,568
FY 2002	81	14,622	26,037	59,065	16,556	75,621

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

## Hawaii State Parks

Focus: Increased Reliance on Receipts

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Hawaii's park system has 61 active units encompassing a little more than 81,000 acres. In 2003, an estimated 6.3 million people visited Hawaii's state parks. Hawaii's environment is unique, diverse, and fragile. Because of this, park managers ask visitors to do their part by picking up their litter, packing out what they pack in, and not damaging the plants, animals, historic sites, and reefs.

In fiscal year 2001, Hawaii's state parks had the 10<sup>th</sup> highest visitor load of all states. In the following year, Hawaii's visitor load dropped substantially to 6.3 million from 18.6 million. In the same two years, operating expenses remained fairly constant with only a slight increase from \$6.5 million in 2001 to \$6.9 million in 2002. ( In comparison, Hawaii's operating expenses for 1995 were \$7.8 million).

In 1995, none of Hawaii's park revenues remained in the parks. Since that time, however, Hawaii has become more dependent on park receipts. In 2002, park-generated revenues accounted for \$1.6 million of the \$6.9 million total operating expenses, with the remaining \$5.3 million coming from the general fund.

Only one of Hawaii's state parks charges an entrance fee, Diamond Head State Monument. Visitors to Diamond Head pay a nominal fee of \$1 to enter the park. Last year, entrance fees at Diamond Head generated the most revenue for the system, \$509,193, or 5.2 percent of the budget. The system also collects revenues from restaurant concessions in Wailua River State Park, recreation residence leases in Kokee, cabin rentals, and camping permit fees.

All park receipts are deposited into a special park fund and then are used to pay employee salaries and for research and maintenance projects throughout the state. Increased revenues do not replace general funds; they are in addition to them. In some years, state parks receive funds from the Transient Accommodation Tax (TAT). The TAT is administered through the Hawaii Tourism Agency within the Department of Business, Economic Development and Tourism. Revenues received by this agency must exceed a certain amount in order for the allotment to be released to the state parks. When hotel tax revenues have reached the set level, the tourism authority is required to spend \$1 million annually to manage, improve, and protect the state's natural environment and visitor areas. The money first became available in 2004 (Associated Press April 2004).

A decade of budget cuts and increased vandalism at state parks have left many parks in a state of disrepair. The estimated deferred maintenance backlog is \$73 million. To address the backlog, the parks department has made capital improvement requests and will apply TAT funds. The parks department is continually backlogged with funds, and staff efforts are diverted from management of the resources to facility maintenance and repairs. Even if the capital improvement funding requests are granted, the state park system is concerned about the lack of staff to perform the tasks needed within the park. The amount of funding needed is continually greater than that which is appropriated by the legislature.

Table 13. Statistics on Hawaii State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	24	19,000	0	8,792	0	8,792
FY 2002	28	6,340	1,795	6,974	0	6,974

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Idaho State Parks

Focus: Decreased General Fund and Increased User Fees

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The Idaho Department of Parks and Recreation operates 27 state parks, offering online reservations for 16 of the parks. Idaho's primary focus of its park system is recreation; natural resource protection and preservation is the second highest priority. Visitors to the parks have the option of paying a one-time entrance fee or purchasing a \$25 passport, which allows unlimited entry into any of Idaho's state parks during the calendar year without paying the motor vehicle entrance fee. A passport for a second vehicle is \$5.

In the past three years, the states general fund dropped from \$10.6 million to less than \$7 million in the 2004-2005 budget. Historically, to make up for the loss of general funds, the park system has made revenue-raising investments in amenities such as yurts and cabins that are rented to vacationers. In 2004, however, it was forced to raise the daily entry fee from \$3 to \$4 and requires overnight campers to pay that fee plus the regular price for a campsite. With the \$1 increase for day-use and a \$4 increase for overnight camping, the system hopes to keep all of the

park units open. Visitors who enter the park on foot still pay no entrance fee; only vehicles are charged. When changes in fees are being considered, the park system occasionally surveys the public and private fees being charged in Idaho and its neighboring states. Fee recommendations are then taken to the Idaho Parks and Recreation Board. If the proposed fees are approved, public comment is invited. The Board then takes the comments into consideration, makes any changes deemed necessary and sends the fee package to the Idaho legislature for approval. While the legislature has a hand in the adoption of new fees, it does not play a role in the appropriation of park receipts, as in many other states. All park receipts are retained by the park system. The legislature must, however, grant spending authority.

Idaho State Parks have corporate sponsors which typically benefit individual parks through donations to specific projects such as construction of a nature center. Another resource the park system has come to rely on is volunteers; last year the park had 54,000 hours of unpaid assistance.

In 2002 only \$100,000 of the parks' \$3 million capital budget came from park-earned receipts. \$1.3 million came from the general fund while another \$1.1 million came from dedicated funds. Dedicated capital funds come from gas tax revenue, and other capital funds come from a state grant program. The state is currently in the process of developing a Capital Inventory Needs Program that will assess conditions and trends of park resources. The program has the potential to serve as a model for other states, many of which have no monitoring process to assess the condition of resources.

Table 14. Statistics on Idaho State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	42	2,67	3,111	7,271	1,359	8,630
FY 2002	44	2,497	3,427	20,528	3,800	24,328

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Iowa State Parks

Focus: Few Fees

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Iowa state parks consist of 85 units covering 54,000 acres and receive more than 15 million visitors annually. The park system focuses on recreation and resource protection. With more than 9,000 miles of rivers and streams and about 200 lakes, boating, swimming, and fishing opportunities abound. In addition, there are numerous camping and other overnight accommodations, and interpretive programs for learning more about the natural and cultural surroundings.

Entry into all of Iowa’s state parks is free. The majority of park revenues is collected through camping and other overnight accommodations. Receipts are retained by the park in the state’s Conservation Fund, half of which are designated for operations and the other half for maintenance. Park-earned receipts cover 30 percent of park operations and general funds make up most of the difference.

The Iowa state park system will be 100 years old in 2020. Even though survey results indicate that 95 percent of park visitors rate the park system in good to excellent condition, an effort is under way to “rekindle” the state parks and find funding for the \$44 million maintenance backlog.

Table 14. Statistics on State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	62.3	12,185	3,051	10,396	3,164	13,560
FY 2002	63.2	15,202	3,130	10,628	6,943	17,571

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Kansas State Parks

Focus: New partnerships, Volunteers

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Focusing on providing quality of life experiences, Kansas State Parks operates 24 units that total a little more than 32,000 acres. Despite its relatively small size, Kansas state parks receive nearly 8 million visitors a year. The first facilities in Kansas state parks were built in 1958. The park

system offers a wide variety of geographical, demographic, historical, archeological, biological and recreational activities. The parks primary focus is natural resource protection and preservation, while recreation is the second priority. The park system offers a number of special events to attract visitors including fishing tournaments, outdoor concerts, bicycle races, competitive trail rides and triathlons.

Kansas parks have 21 independent “friends” groups operating under one umbrella, the Kansas Wildscape Foundation. Memberships in the groups range from 22 to more than 600; the Kansas Wildscape Foundation has more than 1,000 members. The friends groups, together under the foundation, provide the park system with \$1.2 million in benefits annually. In addition to the monetary benefits, Kansas Wildscape does park advocacy.

The park system also has private and corporate sponsorships that provide the parks with direct funding and facilities. In 2002, Kansas covered \$5 million of its \$7.2 million total operating expenses with park-generated revenues. The general fund contributed \$1.8 million. This is a change from the historic trend of 50 percent of operating expenses coming from general funds. Price changes that went into effect in 2001 help make up the declining general fund support. Park fees now are varied depending on the amenities and the season. From the beginning of April through the end of September, vehicle day permits to Kansas’ state parks are \$6.50. From the beginning of October through the end of March, the price goes down to \$5.50. Similar differentials in rates apply to camping while trail permits are \$3 year round.

The park service manages a number of commercial operations in addition to contracting out others. Marinas, food services, and horse rentals are contracted out and these contractors pay the park agency 5 to 30 percent of their gross revenues. The contracts are awarded through a competitive bid process.

The State Parks Department operates a special park fund, the Park Fee Fund, where all receipts are deposited. To use the revenues they must be appropriated back to the park the following year by the legislature. Generally, increased revenues replace general funds. Over the past ten years, the park system has returned 15 percent of the new revenues raised by individual parks back to the parks from which they were earned. This gives park managers an incentive to raise revenues. They have an additional incentive to raise revenues because both general operating funds and capital operating funds can be carried over for future expenses.

The park system has been able to compensate for decreased state general fund support through price increases. Management believes visitation and revenue have reached a period of stability, but fear the division will decline if significant new streams of support are not tapped into. If they merely maintain the status quo as they have for the past several years, it is believed the infrastructure will eventually fail. Indications are that the park will have to be fully self-sufficient. In preparation for the loss of even more general funds, the park system networked with

an array of cooperating associations, volunteers, communities, other agencies and divisions of Kansas Department of Wildlife and Parks to provide services and information to visitors and other constituencies. Kansas state parks recruited volunteers, inmate crews, AmeriCorps teams, and cooperative work crews from the U.S. Navy Seabees to augment their 107 full-time personnel.

For the upcoming legislative session, the parks division is looking to add a dedicated fund to help maintain the parks and there is support for adding a \$5 surcharge to motor vehicle registrations.

Table 18. Statistics on Kansas State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	324	6,708	2,971	6,652	3,599	10,251
FY 2002	32	7,991	4,891	7,210	2,420	9,631

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Louisiana State Parks

Focus: Capital Renovations

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Louisiana state parks have 36 operational sites with another 20 holdings slated for future development. The total acreage in the system is 40,931 acres. During fiscal year 2003-04, more than 2 million people visited the state parks in Louisiana. Bayou Segnette State Park in Westwego, Fontainebleau State Park in Mandeville, and Chicot State Park in Ville Platte were the most popular parks in the state. Bayou Segnette is a meeting point of two types of wetlands—swamp and marsh. Because of its unique location, it offers a variety of activities such as salt and fresh-water fishing.

The Louisiana Office of State Parks has an expansion program that will ultimately result in an excess of \$100 million being spent on capital improvements. Although the state is experiencing

challenging fiscal times, the operating budget for the park system has increased to meet the requirements of operating the new facilities.

All self-generated funds are put into a state parks special account that is legislatively re-appropriated for park use. The majority of receipts, 90 percent, are used for facility repair and renovation. Park-generated revenue in 2004, however, only accounted for \$5.2 million of the state’s \$23.5 million total capital expenditures for state parks. The remainder was funded by bond sales.

Commercial operations at the park are run predominantly by park service management. There are a few locations, however, where concessions are run by private contract. Park stores, canoe rentals and vending machines are contracted out; all other services are under park management. Contractors pay a flat fee to the park service and the contracts are monitored by the park manager.

Table 20. Statistics on Louisiana State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	39	1,435	2,907	9,118	8,659	17,776
FY 2002	38	2,008	4,183	17,465	19,553	37,019

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Maine State Parks

Focus: Few Fees

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Maine’s state park system includes 102 units encompassing 96,600 acres. The system must compete with nearby Acadia National Park, but it still manages to attract over 2.5 million visitors a year. Maine is legendary for its rock-bound coast, the north woods, mountains, lakes, and rivers.

Maine’s parks have a long history of being heavily subsidized. In 1995, revenue from park fees totaled \$76,542, only 1.5 percent of the parks’ operating budget. While day-use camping and concession fees are charged, these fees go directly to the state's general treasury, thereby

eliminating any motivation for park managers to maximize revenues from user fees. The park system is allotted a budget each year from the Legislature. The day-use entrance fees range from \$2 to \$4 and are in line with other parks; annual passes are available for \$30 for an individual. Fees are established through a financial order which requires the governor's signature and are based on services provided. Non-residents are charged a higher fee in lieu of taxes.

There are no commercial operations in Maine State Parks. The Park bureau does, however, sell drinking water to Poland Spring Bottling Company. These funds are not accounted for as park-generated revenues in the park, rather, they are applied to dedicated capital funds. Other sources of dedicated funds come from license plate sales and bond issues.

The estimated deferred maintenance backlog is \$15 million and will continue to grow because adequate funding is not expected in the foreseeable future. Stephen Curtis of the Bureau of Parks and Lands sees funding as the park system's greatest hurdles and is most concerned with the lack of maintenance and capital improvement funds.

Table 21. Statistics on Maine State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	75	2,008	1,990	5,728	754	6,537
FY 2002	97	2,554	2,214	7,228	2,34	9,571

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Michigan State Parks

Focus: Self-Sufficient

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Michigan State Parks has 94 operating units (covering nearly 285,000 acres) which attract over 25 million visitors a year. Michigan scenic landscapes offers visitors a wide variety of natural areas to explore. The system provides cabins and cottages at 50 areas throughout the state, more than any other state.

Over the years, Michigan has become progressively less dependent on general funds. In 1980, the general funds allocated to the parks totaled \$8.8 million, 56 percent of the division's operating

budget. More than 20 years later in 2002, \$9.1 million was allocated from general funds for operating expenses, 17 percent of the total operating budget. More than 50 percent of the parks' total operating expenses were covered by park-generated revenues by 2002. In a survey returned in April 2004, Operations Supervisor Harold Herta reported that they no longer receive any general funds and are entirely self-supporting.

Receipts are deposited into a special park fund and retained by the park system. However, the money must be reapportioned through the legislature. Fifty percent of park receipts are used for operations, 20 percent for acquisitions and development, and 30 percent for maintenance. Individual park revenues are not returned directly to the respective parks; park budgets are based on operational needs. Individual park managers, however, have an incentive to raise revenues because revenue generation is a determining factor for their position level.

In the past, the rise in park receipts came about mostly through an increase in park entrance fees. But fees have risen very little since 1994, when the entrance fee was \$4 per resident vehicle and \$20 for an annual park pass. Today the resident annual pass is \$24 dollars and a day pass is \$6. The annual park pass or a daily permit are required for entry into all Michigan state parks. Camping fees have increased slightly from \$6 to \$9-\$13 for primitive campsites. Camping fees are proposed by the Parks Department and approved by the Natural Resources Commission while vehicle permit entry fees and sales policies are determined by the legislature.

Commercial operations at the park such as concession stands, some boat rentals, and a ski hill are run by private contractors. Generally 10 to 15 percent of a contractors gross receipts is paid to the park agency. In addition, contractors are responsible for facilities' maintenance and in some cases capital improvements.

Michigan does receive some funds for capital projects from dedicated funds, which come from a Park Endowment Fund. Other sources of capital funds come from bonds, the Recreation Bond Fund and Clean Michigan Initiative Bond Fund. The estimated deferred maintenance backlog is \$25 million for high priority needs.

Table 24. Statistics on Michigan State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	265	24,292	27,185	34,548	7,530	42,078
FY 2002	285	25,297	32,848	53,836	26,765	80,601

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Minnesota State Parks

Focus: Decreased General Funds

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Current Contact: John Lilly, Assistant to the Director

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Operating more than 267,000 acres of total land and 132 units, Minnesota's state park system is among the larger systems in the country. The system includes 66 state parks, six recreation areas, six historic areas and six scientific areas. One of Minnesota's popular parks, Gooseberry Falls, is well known for its spectacular waterfalls, river gorge, Lake Superior shoreline, Civilian Conservation Corps log and stone structures, and north woods wildlife.

Like many other state parks, Minnesota has experienced changes in appropriations from state general funds. In 2000 and 2001, general funds exceeded \$25 million but were cut in 2002. When comparing 1995 to 2002, however, there has been an increase in general funds. In 1995, general funds covered 55 percent of the total operating expenses; in 2002 they covered a little more than 60 percent.

Fee increases have not been prevalent. Entrance fees remain at \$4 per vehicle and annual passes have increased slightly from \$18 to \$20 per adult. Park-generated revenue has decreased from 45 percent in 1995 to 25 percent of the total operating budget in 2002. Minnesota Parks Administrative Manager Peter Skwira reports a decline in general funds. While general funds are being reduced, the legislature has raised fees. In 2002, the Minnesota Department of Natural Resources (DNR) was forced to close overnight camping at 24 state parks after Labor Day.

A small portion of park receipts goes to the general treasury with the other 92 percent being deposited into a special park fund that is retained by the park system. All park receipts retained by the park system are applied to operating expenses. The park receipts can only be spent after they are reapportioned through the legislature, unless they are part of the working capital or Douglas Lodge accounts. Park managers have no incentive to raise revenues.

Table 25. Statistics on Minnesota State Parks Budget

Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
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FY 1995	245	8,065	10,348	22,781	2,815	25,596
FY 2002	267	8,076	12,118	30,297	5,940	36,237

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Montana State Parks

Focus: Few Fees

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Montana's state parks are among the state's greatest treasures. In 2002, more than 1.2 million people visited Montana state parks. In fiscal year 2004, more than 1.6 million visitors were recorded. With just over 33,000 total acres and 43 operating parks, it is one of the smaller state park systems.

The 2004 state parks operating budget was \$4.2 million, a \$0.6 million increase from 2000. The capital budget decreased from \$2.7 million in 2000 to \$865,000 in 2004, reflecting the park department's emphasis on daily maintenance of facilities and shrinking funds.

Since 1995, the majority of Montana's state parks bill has been funded by dedicated taxes. In 2002, these taxes made up 67 percent of the budget. There are 17 different funding sources that contribute to the parks division budget with fee revenues the largest single contributor, covering 27 percent of total park operations expenses in 2004..

As of January 2004, the resident daily entrance fee at state parks was eliminated. An optional \$4 paid with each Montana vehicle registration now helps fund the operations and maintenance of the parks and will replace daily entrance fees that were \$5 a day, or \$30 a year for a Parks Passport. There is still a charge for non-resident park visitors of \$1-\$5 for day use, or \$25 for an annual state parks pass.

The park system does not have any private or corporate sponsors but it does have an extensive friends group network that provides fiscal support, advertising, volunteering, outreach, and program assistance at individual parks.

Table 28. Statistics on Montana State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995			\$1,144	\$5,116	\$2,836	\$7,953
FY 2000	33,532	1.4 million	\$1,631	\$3,608	\$2,740	\$6,348
FY 2002	33,532	1.5 million	\$1,477	\$3,754	\$2,222	\$5,976
FY 2004	34,139	1.6 million	\$1,629	\$4,187	\$ 865	\$5,052

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Nevada State Parks

Focus: Concessions

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Recreation and natural resource protection are the primary focus of Nevada State Parks. The park system has four “friends” groups, ranging in size from six to 100 members, who provide services to individual parks. An example is the Mountain Bike Patrol which provides patrol emergency assistance.

In 1996, Nevada began working toward a tentative goal of 34 percent self-sufficiency. As of 2002, the goal had not been met. In 2002, 26 percent of the parks total operating expenses were funded through user fees, leaving the system dependent on general funds for 45 percent of its budget.

Fees are reviewed every two years and adjusted based on market value and trends. Nevada looks at fees in neighboring states and adjusts its fees accordingly; user fees must be approved through

the Nevada administrative process with public hearings. Entrance fees range from \$1 to \$6 for passenger vehicles and annual passes range from \$30 to \$75. In 1995, the vehicle entrance fee was \$3. The price of an annual pass, however, has decreased from 1995 when it was \$100. While all parks collect an entrance fee, most interpretive tours and activities are provided free of charge.

Commercial operations in the parks are run exclusively by private contractors. Services that are contracted out include cross country skiing, mountain bike rentals, cabin rentals, skeet shooting, Shakespeare in the Park, and Super Summer Theater. The percent of gross profit that the concessionaires pay the park agency varies.

Nevada parks submits 100 percent of receipts to the general treasury providing little incentive to park managers to raise revenues. If receipts exceed a required collection amount, however, the excess can be deposited into a special park fund that goes toward maintenance of facilities.

The park system recently acquired a \$25 million bond for acquisition, development, and maintenance.

Table 30. Statistics on Nevada State Parks Budget

_____	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	149	2,874	1,234	5,692	4,035	9,727
FY 2002	133	3,286	2,019	8,529	798	9,327

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

New Hampshire State Parks

Focus: Self-Sufficiency

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The New Hampshire state park system operates 89 units including 34 parks, 17 recreation areas, 18 natural areas, and 17 historic areas. The system encompasses a total land area of more than 85,000 acres.

New Hampshire was one of the first states whose park system is self-sufficient. In 1991 the state legislature passed an act requiring the system to finance its operating budget through park-generated revenues. A fund for park receipts also was established and still exists today. The State Park Fund is used to provide staffing, park services, maintenance, and restoration of the resources of the park system. The parks have several funds including Cannon Mountain Capital Improvement Fund and the Conservation License Plate Fund. The parks receives no general funds, except for specific capital improvement projects. Thirty-seven percent of the park system's budget comes from day- use fees, 28 percent from retail operations, 24 percent from camping fees, and 9 percent from parking meters (based on Fiscal year 2000).

Park fees are set in relation to fees charged in the private sector and are approved through legislative committees. Visitor services are priced based on demand. Camping, for instance, is set by demand for services provided, and skiing ticket prices are market determined.

Some individuals fear self-sufficiency in the parks, alleging that it can drive up user fees and price people out of the system. Yet, in New Hampshire, the entrance fee for day use is \$3, very comparable to other states. The entrance fee for a passenger vehicle ranges from \$5 to \$8. An annual park pass is \$50, lower than several other states. In 2002, New Hampshire generated nearly \$8 million from park revenues, covering 100 percent of its budget.

The park service contracts out concessions for food services and the Mount Sunapee Ski area, receiving a percentage of gross income: 18 percent for food, 26 percent for alcohol, and 25 percent for vending. Ski operations pay a base fee plus 3 three percent of gross revenue.

One of the great successes of New Hampshire State Parks is a partnership formed with the Student Conservation Association (AmeriCorp). The cooperative agreement has contributed more than \$2.5 million in services and improvements over the last nine years, including environmental education, facilities rehabilitation, parks cleanup and trail work. Other perceived successes include the Mount Sunapee ski lease that has provided the parks with revenues of \$1.65 million over five years and infrastructure investments of more than \$12.5 million, and the Connecticut Lakes Headwaters Working Forest project which resulted in public access and recreation on 146,400 acres of privately owned forest land. Although the park has had success with self-sufficiency, funding for deferred maintenance and staffing remains a challenge.

Table 31. Statistics on New Hampshire State Parks Budget

_____	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	153	1,178	4,938	4,548	2,260	6,809
FY 2002	85	6,779	7,979	7,595	1,834	9,429

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### New Jersey State Parks

Focus: Volunteers

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New Jersey state parks have 116 units that cover a little more than 376,000 acres of land. The system entertains more than 15 million visitors a year at the parks, which include marinas, beaches, museums, historic villages, golf courses, and forests.

The total operating expenses for 2002 were \$36.8 million, of which 91 percent were covered by the general fund. Only \$3.1 million, 8 percent, of park generated revenues were applied to operating expenses. In 1995 the funding breakdown was almost the same; 91 percent covered by the general fund, 9 percent covered by user fees.

With more than 50 groups, the system has one of the most extensive friends groups network in the country. Combined, the groups provided nearly 103,000 hours of volunteer service in 2003 with their value exceeding \$875,000. The volunteers made up the equivalent of 55 full-time employees.

Park fees are determined based on demand and must be approved through Administrative Code process. Higher fees are charged for weekend parking and most parks only charge fees between Memorial Day weekend and Labor Day weekend. Several services are provided free of charge such as battle re-enactments, historic tours, nature programs, and canoe and kayak tours. Reservations can be made for camping and golfing. Golfing generates the greatest revenues for the park, followed by sport fishing permits, camping and boating.

Of the total park receipts, only 25 percent are retained by the park system. The other 75 percent is deposited into the state general fund. The 25 percent retained by the park system goes toward operations (30 percent) and maintenance (70 percent). Increased revenues replace general funds. To spend park receipts, the legislature must reapportion them. The incentive for park managers to raise revenues is to help supplement reduced budget appropriations for salaries to keep full-time staff employed.

Capital funds are appropriated through the budget process. Other capital funds come from the Green Acres Program. Created in 1961, the fund consists of voter approved bond dollars that are available for land acquisition and park development. The estimated deferred maintenance backlog is \$400 million, which requires the park service to constantly lobby for money to cover the backlog.

Table 32. Statistics on New Jersey State Parks Budget

	<u>Acres*</u>	<u>Visits*</u>	<u>Receipts*</u>	<u>Operating*</u>	<u>Capital*</u>	<u>Total*</u>
FY 1995	321	13,574	7,488	29,078	21,394	50,472
FY 2002	377	15,040	8,163	36,825	10,669	47,494

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### North Carolina State Parks

Focus: Dedicated Funds

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North Carolina state parks have 59 units, 38 of which are operating, encompassing 168,000 acres. Among these are 29 state parks, four recreation areas, and numerous natural areas. Visitors to the parks can enjoy the diversity of mountain views and seaside walks, along with a variety of educational opportunities. The parks see 12.8 million visitors a year, nearly 4 million more than its South Carolina neighbor.

The 2002 operating budget was \$31.2 million, a \$15.2 million increase over 1995. The capital budget increased as well, from \$7.3 million to \$10.7 million. More than 50 percent of North Carolina's operating budget comes from the general fund and 12 percent of the state's total operating budget is from park-generated revenues, down from 18 percent in 1995.

Fees charged in North Carolina are intended to be comparable to those charged at state park systems in the southeastern United States and are approved through North Carolina administrative

rules. The rule-making process includes reviews by the public, the state budget office, a commission appointed by the state legislature, and lastly the state legislature.

The legislature also has a hand in re-appropriating park receipts, all of which go to the general treasury. Increased revenues replace general funds, rather than being in addition to them.

Dedicated capital funds come from an excise tax on real estate transfers. These funds, deposited into the Parks and Recreation Trust Fund provide about \$15 to \$20 million a year for land acquisition and capital improvement. But additional funding is needed to address land and capital improvement needs at existing parks and new units.

Table 35. Statistics on North Carolina State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	140	11,974	3,208	16,031	7,297	23,329
FY 2002	168	12,758	3,713	31,176	10,714	41,890

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### North Dakota State Parks

Focus: Decreased General Funds

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North Dakota is the second smallest park system in total acres with just over 17,000 acres. Rhode Island, a state far smaller than North Dakota, is the only state with fewer acres. Despite its relatively small total area, North Dakota still manages to attract 1.1 million visitors a year. The system contains 11 state parks, seven recreation areas, five natural areas and four historic areas. This year two new cabins were added at the Beaver Lake State Park. The park offers a variety of planned activities for visitors, including as many as 65 schedule special events.

The park system has been dealing with budget cuts for the last several years which has caused

North Dakota to become more dependent on user fees. In 1995, 67 percent of total operating expenses were covered by general funds. By 2002 that number had decreased to 57 percent, with the difference made up from more park revenues. Park receipts covered 35 percent of total operating expenses in 1995; in 2002 that percentage jumped to 42.

From 1995 to 2002, total park receipts increased from \$808,000 to \$1.2 million. Entrance fees are \$5 per vehicle and annual permits are \$25. Full service camping is \$14 per night, \$8 without an electrical hookup. All developed and maintained state parks charge entrance and special use fees year-round.

Table 36. Statistics on North Dakota State Parks Budget

	<u>Acres*</u>	<u>Visits*</u>	<u>Receipts*</u>	<u>Operating*</u>	<u>Capital*</u>	<u>Total*</u>
FY 1995	20	1,043	808	2,073	1,318	3,390
FY 2002	17	1,097	1,170	2,644	1,806	4,451

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Ohio State Parks

Focus: Amenities and Volunteers

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The Ohio State Park System contains 74 units which cover about 205,000 acres. In 2002, more than 57 million people visited Ohio parks, second in the nation behind California for the most number of visitors. Among the many amenities that attract so many visitors to Ohio state parks are seven park resorts and conference centers. The resorts offer sledding, cross-country skiing, hiking, ice fishing, and indoor swimming.

The Parks system has a vast network of friends groups with more than 5,800 volunteers who provide service equivalent to 156 full-time employees. In addition to volunteers, the park system has corporate sponsors that make contributions for special projects and publications. Pepsi-Cola has an exclusive pouring right contract with Ohio state parks providing revenues and other benefits from a cooperative marketing effort.

The park service contracts out operations at lodges, some cottages, a marina, food concessions, and some pro shops. Private concession operations generate over \$4 million dollars a year, 6.1 percent of the budget, and are the second largest generator of park revenues. Contracts are competitively bid on and the percent of gross income that is paid to the park varies by contract. Some of the larger contracts have capital investment responsibilities.

Not all operations are run by private contract, however. The park service manages campgrounds, some pro shops, some cottages, dockage, camp stores, boat rentals, and marinas. The division has a central reservation system for cabins and cottages; reservations can be made by telephone or on the Parks website. Park concessions generate less revenue than private concessions for the parks, \$3.5 million a year, the equivalent of 5.2 percent of the budget.

Ohio may have a vast number of visitors, but the largest percentage of its budget does not come from user fees. Park-generated revenues cover 44 percent of total operating expenses, while 50 percent of expenses are covered by the general fund. The remaining portion, \$3.3 million, is funded through dedicated funds. Allocation of general fund monies decreased since 1995, when 56 percent of expenses came from general funds. The percentage of self-sufficiency has risen slightly since 1996 when only 36 percent of expenses were covered by park receipts.

Ohio does not charge an entrance fee to its millions of visitors. Access to basic day-use areas is free, however, fees are charged for activities such as camping, cottage, and resort rentals. Fees are reviewed annually and compared to private fees in the region. The chief may revise fees accordingly.

Ohio State Parks Business Manager Ronald Kus foresees a stable funding source as park system's greatest hurdle.

Table 37. Statistics on Ohio State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	204	62,284	22,080	60,796	753	61,549
FY 2002	205	57,246	26,974	65,362	16,285	81,647

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Oklahoma State Parks

Focus: Increased Self-Sufficiency

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Oklahoma state parks have more than 14 million visitors a year to its 50 units, which cover close to 72,000 acres. Visitors find any number of activities, including camping, hiking, swimming, fishing, water skiing, golf, and even cave exploring. Beavers Bend State Park in the southeaster corner of the state is one of the state’s most popular parks with pine forests, miles of Broken Bow Lake shore, and premier trout fishing in Mountain Fork River.

Until recently, Oklahoma charged no park entrance fees. Most park-generated revenues came from lodging, cabins, camping, golf, and some organized recreational activities. In 1995 the parks generated \$10.8 million, accounting for 51 percent of the system’s operational budget, a 7 percent decrease from the year before. By 2002, 53 percent of the budget came from park revenues. In 2002 general funds accounted for 41 percent of the operating budget compared to 49 percent in 1995.

In 2003, the legislature passed a bill authorizing the Tourism Commission to implement entrance fees. Three test sites, all of which are large parks with many points of access have been selected and entry fees are collected in one access point in each park . In addition, a new park, Natural Falls, was designed and constructed with the assumption that entrance fees would be charged and used for park repairs, maintenance, and improvements. The pilot project charges a \$3 entrance fee and \$25 for an annual pass. Once inside the parks, services such as boat launches, picnicking, swimming, and hiking are available free of charge.

Table 38. Statistics on Oklahoma State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	72	15,615	21,481	33,133	0	33,133
FY 2002	72	14,057	24,008	44,986	2,345	47,331

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

## Oregon State Parks

Focus: Park Infrastructure

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Oregon's state parks are popular among residents and nonresidents. In 2002, approximately 37 million residents and 2.3 million nonresidents visited state parks for a total of over 39 million visitors. The Parks administer 231 units, 181 of which are operating. Together these areas constitute about 95,500 acres. There are more than 45 state parks, 66 recreation sites, and 16 natural sites among numerous other areas.

Fees to visit Oregon parks vary by season and type of park. Rates are higher during the prime season and discounted from October to April to encourage off-season camping. In addition, a higher fee is charged at "destination" parks, typically larger more developed parks that attract more visitors, such as Oregon's coastal state parks. A Rate Committee consisting of agency staff reviews statewide rates and evaluates various rate requests from individual parks, then routes these recommendations to the agency director for approval. The legislature approves the overall agency budget, in which user fees are included. An overall fee increase, therefore, ultimately requires legislative approval. Park user fees generate the greatest revenue for the system, approximately 23 percent of the total budget.

The largest source of operating funds dedicated to a specific program within the agency is from the All Terrain Vehicle (ATV) program. Approximately \$1 million in revenue per biennium comes from selling two-year ATV permits for \$10 each. In addition, nearly \$2.8 million per biennium is transferred from the Oregon Department of Transportation as a non-refundable fuel tax dedicated to the ATV program.

Other dedicated funds, roughly \$50 million per biennium, come from the state lottery. Of that, \$21 million is available for facility investment and repair and \$7 million for new park acquisition.

Oregon Parks contracts a number of commercial operations, such as conference centers, boating facilities, and food and clothing shops. The amount of gross income paid to the park service varies by contract and many of the contractors provide routine facility maintenance.

The greatest concern for Oregon State Parks is balancing the increasing recreational demands of the public with resource stewardship and conservation. In 1997, the Park System established the

Facility Investment Program (FIP) to begin a long-term investment in park infrastructure. FIP uses various tools and committee input to assess, rank, schedule, and monitor progress of facility repair and construction efforts.

Table 39. Statistics on Oregon State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	92	41,235	12,601	26,926	2,002	28,928
FY 2002	95	39,438	15,425	36,543	9,559	46,102

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Rhode Island State Parks

Focus: Few Fees

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Rhode Island’s park system contains 62 units encompassing just under 9,000 acres, making it the smallest park system in the country in terms of total acres. Despite its small size it attracts a staggering 7.3 million visitors a year.

Since 1980, the system's entire operating budget is supported by general funds. In 2002, Rhode Island generated \$3.8 million from user fees and concessions. Had those revenues been returned to the park system, they would have covered 67 percent of their \$5.7 million operating budget.

Table 41. Statistics on Rhode Island State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	9	3,372	3,143	6,772	935	7,707
FY 2002	9	7,270	3,839	5,719	3,341	9,061

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### South Carolina State Parks

Focus: Corp-partnerships

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State parks in South Carolina are the gateway to the state's natural, cultural and recreational attractions. They offer golfing, lakeside camping, forest hiking, covered picnicking, and tours of plantation homes among other activities. South Carolina operates 51 units encompassing over 80,000 acres. More than 8 million visitors come to the parks annually.

In 2004, park receipts accounted for 70 percent of all operating expenses. General funds covered the remaining 30 percent of the operating budget. In 2002, the breakdown of funding was exactly the same. Facing budget cuts, however, has made park officials consider privatizing concessions in the park. In April 2004, Democratic Senator Tommy Moore introduced a bill that would allow Parks to privatize concessions (Ethridge 2004). The park system is in the process of opening some concessions to private management.

In response to budget cuts, the park system also implemented fees at 29 parks where entrance had previously been free. The Parks, Recreation, and Tourism Department implemented a \$2 per person fee in September 2003. Entrance fees are determined by input from individuals at the park level as well as central office staff. Popularity, quality, and tradition are also taken into consideration when determining fees. The agency director as well as the state legislature must approve changes in entrance fees.

One hundred percent of park receipts are returned to the state General Treasury account, however, the revenues are mandated by law to be returned to the park service for maintenance and operations. Increased revenues do not replace general funds. Park managers are aware that increased revenues mean the continuation of operations and maintenance of the park service, but have no additional incentive to raise revenues.

South Carolina does have at least one corporate sponsorship. In 2003, BMW provided a \$100,000 gift to South Carolina for the renovation of a 166-year-old building into a science education and visitors' center at Paris Mountain State Park north of Greenville (Associate Press 2003, February). Fuji Film provided assistance for the construction of an educational center at Lake Greenwood State Park. Partnerships have also been formed with Honda, Bowater, Carolina Power & Light, and the National Park Service.

Table 42. Statistics on South Carolina State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	82	10,565	16,061	23,265	6,026	29,291
FY 2002	80	8,151	16,537	23,970	4,320	28,290

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Texas State Parks

Focus: Increased General Funds,

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Texas State Parks is the fourth largest park system in the nation with over 668,000 total acres. The system includes 78 state parks, 8 natural areas, and 34 historic areas.

In 1991, Texas was directed to move toward self-sufficiency after general funds were to be eliminated by 1994. As a result, an incentive-based financing system was created – the entrepreneurial budgeting system (EBS) – that encouraged managers to find new ways of raising revenues. The parks were able to reach 85 percent self sufficiency in operations by 2000. Unfortunately EBS was short-lived; low visitation due to weather put the park system in the red and the department was forced to curtail many of the EBS incentives. The system has become far less self sufficient. In 2002, park-generated revenues accounted for only 26 percent of operating expenses. That same year, the general fund accounted for 45 percent with dedicated funds making up 27 percent. A significant portion of the dedicated fund comes from a sales tax on sporting goods.

Park entrance and campsite fees vary across the state based on local market prices and demand. The Parks and Wildlife Commission, an agency governing body, approves a range for fees and the executive director has the ability to adjust fees within that range. Fees do not have to be approved by the legislature. Camping and daily entrance fees account for the greatest portion of park revenues; camping makes up 24 percent of the budget and entrance fees make up 16 percent. Entrance fees vary from \$1 to \$5 for an individual adult while an annual pass is \$50. In 1995 the

entrance fee was \$2 for an individual, \$4 for a passenger vehicle, and an annual pass was \$25.

The legislature grants spending authority of park receipts, subject to actual revenue generation. None of the park receipts, however, are returned to the general treasury. One hundred percent of park revenues are deposited in to the state park account known as Fund 064. The Fund is a dedicated state treasury account that can only be used for the operating and maintenance of state parks. Seventy-five percent of the Fund is applied to operations and the remaining 25 percent is used for maintenance.

The Park Service operates some commercial operations in the parks, while others are managed by private contractors. Some marinas, park convenience stores, lodges with restaurants, and golf course are run privately. The park service manages other park stores, lodges, restaurants, and golf courses. The contractors must provide maintenance of the leased facilities and in one case a private venture built a lodge and then operated it.

The estimated deferred maintenance backlog is \$50 million. The only way that Texas can address this backlog is through funding available in regular park budgets. A voter approved bond issue was put on hold by the state legislature because of the cost of debt service.

Table 45. Statistics on Texas State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	519	24,276	21,982	37,196	0	37,196
FY 2002	668	17,090	25,428	57,943	22,318	80,262

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Utah State Parks

Focus: Increased Self-Sufficiency

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Utah state parks encompass 46 units that cover 149,667 acres and host nearly 6 million visitors annually. An abundance of recreation opportunities are available at these heritage, scenic and recreation parks. Utah state parks visitors will find more than 2,100 campsites ranging from primitive to plush. Amenities at many parks include restrooms, drinking water, barbeque grills, picnic tables, parking pads, showers and utility hookups.

In 1995, the park system began a five-year plan to become 40 percent self sufficient. In 1995, revenues covered only 28 percent of park operations. Though in 2002 the system had only reached 37 percent self-sufficiency, in fiscal year 2004 they exceeded the threshold with park-generated revenues accounting for 41 percent of the total operating budget. General funds accounted for 36 percent of the budget while other operating funds from boating, OHV registration and fuel taxes, covered the remaining portion of the budget.

In order to spend park receipts they must be re-apportioned through the legislature. The reallocation of park funds, however, is intended. All park receipts go into a restricted funds account to be reallocated by the legislature to the parks division for operations and maintenance costs. Ninety percent of this budget is applied to operations and the other 10 percent to maintenance. State parks Deputy Director Gordon Topham hopes that additional revenues will remain as additional funding for park operations, but in reality additional funds sometimes replace general funds.

The park system would like to reward individual parks based on increased revenues. Each park is required to generate a certain amount of revenue based on past performance. The intent is to give the parks 50 percent of any additional revenue they raise above the required amount. In fiscal year 2004, 11 parks received bonuses from \$50 to \$28,000 to pay for equipment or improvements.

In the past, funds not spent during the existing year were lost to the general treasury. Currently, however, unspent funds in both general operating and capital funds can be carried over for future expenses. Unspent general operating funds, however, do need to be re-appropriated to the park. Park budgets are determined based on the previous year and additional facilities needing operational money.

Entrance fees are recommended by park managers, approved by the State Parks Administration and then presented to the Board of Parks and Recreation which has the authority to set them. Fee changes also require legislative review. The more popular parks with a higher demand have a higher fee for use. The entrance fees range from \$5 to \$9 per private motor vehicle with up to eight occupants. The fee for pedestrians or bicycles is \$3 to \$5. Utah also offers an annual pass that can be purchased for \$70 and allows the cardholder and up to seven guests in the same vehicle day-use access to most of Utah's state parks for one year. Multiple park passes waive day-

use entrance fees, but do not discount overnight camping or golf course fees. Beginning January 1, 2004, the Board decided to offer a discount to Utah seniors – providing a \$35 annual pass, half the cost of a standard yearly pass.

Table 46. Statistics on Utah State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	Unaval.	7,059	4,949	17,626	10,084	27,710
FY 2002	115	5,941	8,213	22,484	6,432	28,916
FY 2004	150	5,867	8,221	22,935	6,703	29,640

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Vermont State Parks

Focus: Self-Sufficiency

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Vermont’s park system, 65 units and 69,000 acres, attracts about 800,000 visitors a year.

With over 90 percent of its total operations covered by park-generated revenues, no state other than New Hampshire has a greater percentage of self-sufficiency. In 1991, Vermont reached 99 percent self-sufficiency. That percentage has fluctuated slightly over the years – 97 percent in 2000, 93 percent in 2002, and back up to 95 percent in 2004.

All state park user fees – ski area lease income, timber sales on park land, and special-use permits – go into a special park fund. The fees are then appropriated back to the state parks each year by the legislature. Seventy percent of revenues are applied to operations and 30 percent are used for maintenance. Increased revenues replace any general funds.

The park service is concerned that in addition to the fear of operating with minimal general fund support, it will not get adequate funding to take care of the estimated \$30 million deferred maintenance backlog.

Table 47. Statistics on Vermont State Parks Budget

Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
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FY 1995	64	838	5,554	5,404	285	5,690
FY 2002	69	994	6,191	6,260	1,709	7,969

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

### Virginia State Parks

Focus: Moving Toward Self-Sufficiency

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In 1936, the Virginia State Park System opened to the public with six parks covering 19,000 acres. The Department of Conservation and Recreation now manages 37 state parks and 40 natural areas. The entire parks system encompasses a little more than 62,000 acres. In 2002, 6.9 million people visited Virginia parks. Visitors can stay at 164 cabins or 1,456 campsites in 24 different parks, and swim at ten beaches or seven swimming pools.

In 1980, none of Virginia's park operating expenses were covered from park receipts. By 1995, 10 percent of operating expenses were from park-generated revenues. In 2002, park-generated revenues accounted for 29 percent of the budget and general funds covered the remaining 71 percent. Enterprise director Chuck Wyatt states, "We are proud of the progress we have made in applying sound business practices to our park operations and the very substantial successes we have experienced in raising our revenues and increasing our 'self-sufficiency.'"<sup>1</sup> While park management has worked hard to increase revenues, support from the state's general fund has seen a corresponding decline.

This is a disappointment to Wyatt who feels that state parks are a governmental function. While some components of state parks can generate revenues, it is public policy that should guide which services to offer and the prices to be charged. "Arguments in favor of complete self-sufficiency are overly simplistic and misguided," Wyatt said.

Park receipts earned in Virginia State parks are deposited into special funds. The first is the Conservation Resources Fund (CRF). This fund is where park revenues from such activities as camping, cabin rentals, and parking is deposited. The CRF also receives revenues from the sale of timber and a portion of the state's sale of surplus property. There are certain restrictions attached

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<sup>1</sup> Quote from email correspondence with Chuck Wyatt in March 2004.

to this fund; for example, timber sales receipts must be used for acquisition and improvements. The second fund is for revenue from park-operated concessions.

Approximately 96 percent of receipts retained by the park system are used for operations. The park system would like to spend more on maintenance, however, this would require re-appropriation by the legislature. While revenues are not intentionally returned to individual parks based on revenues raised, it seems to occur by default. The parks that make the most money tend to need the most in operating expenditures. The park system also redistributes some of the total revenues to assist less visited parks.

Cabin rentals generate the most revenue for the park service followed by camping, parking, merchandise, and food and beverage, in that order. Fees for services are set by the park department’s director and must be published for 30 days before a change can take effect. Services are priced based on demand. Virginia has a three-tier seasonal rate for cabins and off-season parking rates in the winter.

Virginians approved a general obligation bond making available \$119 million over the next decade. About one-third of the money is for acquisition, the remainder for park protection, construction, and improvement.

Table 48. Statistics on Virginia State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	Unavail.	4,573	4,081	13,747	0	13,747
FY 2002	62	6,856	8,584	18,050	2,187	20,236

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

Wyoming State Parks

Focus: Increased General Fund

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Wyoming’s state park system includes 36 units covering 119,000 acres. The system attracts slightly more than 2.7 million visitors a year. In Wyoming, outdoor recreation is a way of life which is one reason state parks have such success attracting visitors, despite competing with Yellowstone National Park.

In 2002, no park fees were applied toward Wyoming parks’ operating budget. Park receipts

totaled \$1.3 million in 2002, primarily coming from entrance fees, camping, and concessions. Resident fees for daily use is \$2 at parks and \$1 at historic sites. An annual pass is available for \$25. The cost of overnight camping is in line with neighboring state systems at \$6 a night or \$30 for an annual overnight camping permit.

Private concession fees vary by services provided. At two of the marinas, for instance, 2 percent of gross revenues with a minimum payment must be returned to the park service. For the Holiday Inn, the lease agreement guarantees an annual rental of at least \$6,000 or a sum each month representing one percent of the gross income with maximum annual rental of \$9,000. On average, 2 percent of the concessionaires' revenue is paid to the park service.

The system has built a large friends network of 20 groups. The park system retains all funds from the friends groups in a special park fund. Also deposited in the fund are special activity funds. Twenty percent of park receipts are returned to the General Treasury and must be re-apportioned through the legislature. Increased revenues, however, do not replace general funds.

The greatest hurdle in the park systems future is lack of adequate funding from the legislature for ever increasing visitation.

Table 52. Statistics on Wyoming State Parks Budget

	Acres*	Visits*	Receipts*	Operating*	Capital*	Total*
FY 1995	120	2,108	480	4,236	3,482	7,717
FY 2002	119	2,784	1,269	5,492	2,705	8,197

\*Dollar figures adjusted for inflation to 2002.

Numbers in thousands

Source: National Association of State Park Directors

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